Response Management System

USER'S GUIDE

Version 3.0

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Environmental Response
Canadian Coast Guard

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Revision Record

RESPONSE MANAGEMENT SYSTEM USER'S GUIDE		
Section / Page	**Description of Changes Made**	**Initials and Date Incorporated**

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Definitions

Advisory Staff	Group responsible for providing the FMO / OSC with advice and other information on a number of issues related to the incident.
Debrief	A short meeting used to provide an update on the conduct or execution of a particular event during the RMS process.
Incident Action Plan	The operational plan that identifies the mission objectives for the operational period.
Issue	Any concern of a social, economic or environmental nature arising as a result of an incident that must be mitigated to a state of some predefined level of acceptability.
Issues Board	Form used to document all issues arising from the incident outcome, its priority, operational timeframe, proposed strategy to mitigate the issue and the mission number assigned to it.
Mission Objective	Description or title of the specific task required to implement or execute the proposed strategy.
Monitoring Staff	Group responsible for executing and supporting the mission objectives of the Incident Action Plan, providing all necessary resources and tracking and accounting all monitoring costs.
Operational Period	Period the Incident Action Plan is implemented.
Operations Meeting	Meeting held at the end of the operational period to summarize the outcome of work conducted in the field and identify any outstanding issues from the previous planning cycle.
Planning Cycle	Period used to conduct steps 1 – 5 of the RMS process resulting in an Incident Action Plan for implementation during the operational period.
Planning Meeting	Meeting to seek the FMO / OSC's approval of the Incident Action Plan for implementation during the operational period.
Response Staff	Group responsible for executing and supporting the mission objectives of the Incident Action Plan, providing all necessary resources and tracking and accounting all response costs.
Response Management Mission Form	Form containing detailed information for the completion of a mission objective identified in the Incident Action Plan.
Response Management System	An organization that provides the necessary coordination to facilitate effective and efficient monitoring or response operations to a marine pollution incident.
Response Management Mission Form Process	Procedure whereby completed Response Management Mission Forms are sent through the RMS organizational structure for processing.
RMS Process Forms	Mandatory forms used throughout the RMS Process to track issues, identify mission objectives and tasks, obtain resources and summarize the work performed.
RMS Support Forms	Non-mandatory forms used to gather incident information as well as assist in tracking equipment, personnel, or other response resources.

RMS Process	A seven step approach used to perform the functions required in the planning cycle and operational period.
Situation Status Board	Board posted in the Command or Operations Centre that presents the flow of Incident Action Planss from Next Operational Period, to Current Operational Period, to Previous Operational Period, as well as other incident related information.
Strategy	Global or comprehensive description of a body of acceptable mission objectives to satisfy, mitigate or otherwise resolve the specific issue.
Strategy Meeting	Meeting used to determine issues, prioritize them and develop appropriate strategies and mission objective.
Task	List of specific actions to satisfy and support the appropriate mission objective.
Task Board	Form used to document all tasks required to be conducted by the IMT / RMT during an operational period to satisfy and support the specific mission objective.

List of Acronyms

1. **CCG –** Canadian Coast Guard
2. **ER –** Environmental Response
3. **FMO –** Federal Monitoring Officer
4. **IAP –** Incident Action Plan
5. **IMT-** Incident Monitoring Team
6. **OGD –** Other Government Department
7. **OPS –** Operations
8. **OSC –** On-Scene Commander
9. **MCTS –** Marine Communications and Traffic Services
10. **MPIRS –** Marine Pollution Incident Reporting System
11. **MRS** – Management Reporting System
12. **REET –** Regional Environmental Emergency Team
13. **RMS –** Response Management System
14. **RMT –** Response Management Team
15. **ROC –** Regional Operations Centre
16. **SCAT –** Shoreline Cleanup Assessment Team

INTRODUCTION

General

The Canadian Coast Guard (CCG) Response Management System (RMS) has been designed to aid CCG Environmental Response (ER) monitor or respond to marine pollution incidents or other natural or manmade disasters. It has been accepted as the management system used by CCG in all monitoring/response operations to incidents and exercises.

Purpose of this manual

This manual is intended to provide the user with a detailed guide of how RMS works within the CCG management structure.

Who should use this manual?

The end users of this manual are CCG Federal Monitoring Officers (FMO), On-Scene Commanders (OSC) and responders involved in the monitoring / response operations of a marine pollution incident or other natural or manmade disaster.

What is RMS?

The RMS is an organization that provides the necessary coordination to facilitate effective and efficient monitoring or response operations to an incident. It is based upon a structure with clear lines of authority and an appropriate span of control, facilitated by common terminology. Specifically, with respect to CCG ER, the RMS is a management system designed to:

- Maximize the efficiency of monitoring or response efforts;
- Manage and execute operational objectives to mitigate the effects of pollution;
- Coordinate and manage human and equipment resources;
- Facilitate effective communications within the RMS structure and to all stakeholders;
- Document the actions of responders and account for their expenditures; and,
- Support the transition from "reacting" to "managing" the incident.

USING RMS DURING A RESPONSE

Management by Objectives

"Management by objective" philosophy.

The RMS is based upon a "management by objectives" philosophy where objectives are established based upon the needs of the circumstances. This embedded philosophy allows for the use of this system in virtually any situation requiring a response, regardless of severity. With respect to CCG ER, this User's Guide applies to the CCG when involved in an incident as either the OSC, FMO or resource agency.

RMS organization.

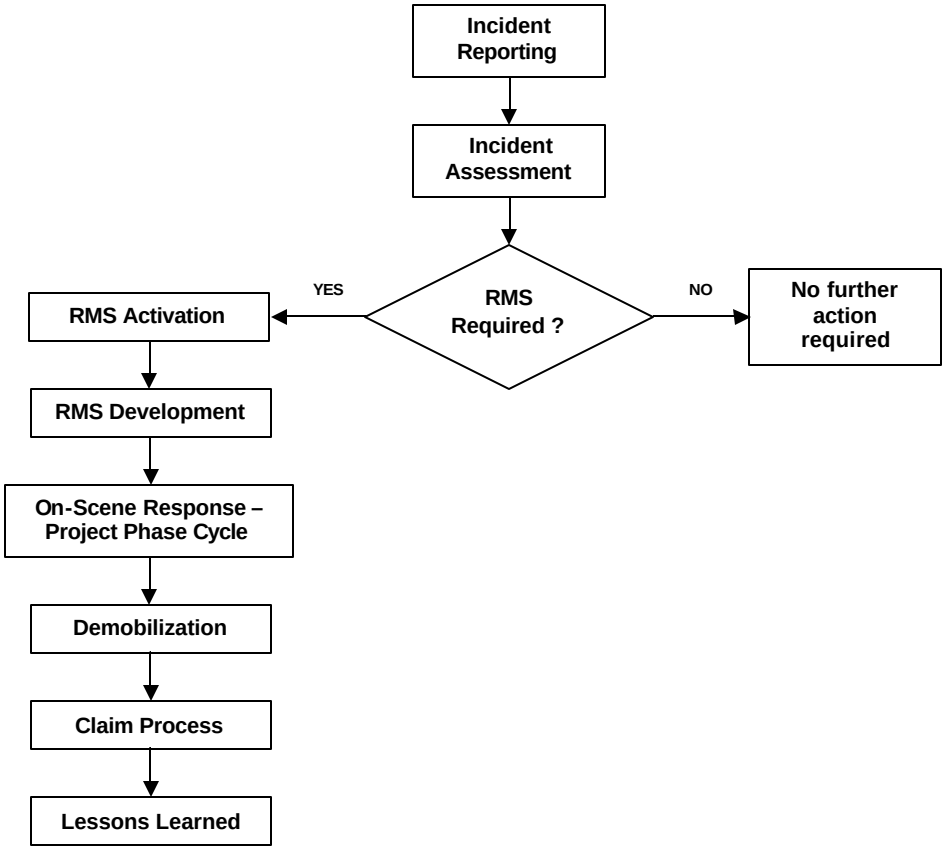
The RMS organisational structure is based upon a network of subordinate sections, also known as the Response Management Team (RMT) under the OSC or the Incident Monitoring Team (IMT) under the FMO, whose goal is to support and execute the established mission objectives of the Incident Action Plan (IAP). The RMS can be used when CCG has assumed the role of either the FMO, OSC or is acting as a resource agency. Although the function of the RMS is similar for the OSC and FMO, there are some differences regarding job functions, roles and responsibilities of the subordinate sections. Please see page 19 and 32 for a description of the RMS organisational structure, roles and responsibilities under the OSC and FMO, respectively.

For the sake of explaining the process described in this section of the User's Guide, the example of the CCG as OSC will be used. However, it should be noted that these processes are equally applied when CCG has assumed the role of the FMO.

Activation of a Response

Response anatomy.

The following steps describe the actions that would be taken by CCG ER personnel upon receipt of a report of a marine pollution incident. For the purposes of describing these steps, it is assumed that the incident falls under the mandate of CCG ER and requires assessment and action by the CCG ER Duty Officer.



1. Incident Reporting

Pursuant to Regional protocol, marine pollution incident are reported to either the Regional Operations Centre (ROC) or Marine Communication and Traffic Services (MCTS). The report is forwarded to the CCG ER Duty Officer for assessment.

2. Incident Assessment

The incident is assessed by the CCG ER Duty Officer, who may then perform some or all of the following functions:

- Verification of the incident
- Determines polluter's intentions
- Obtains initial incident data
- Makes recommendation for CCG response activation

Should a response be required, the RMS is activated.

3. RMS Activation

The response is activated upon recommendation from the CCG ER Duty Officer. The activation of the RMS requires the following steps:

- Assignment of the OSC role by the Regional Superintendent of Environmental Response
- Identification of team members and resources
- Identification of initial objectives
- Conduct of initial response operations
- Update of incident information
- Creation of MPIRS incident and situation report

The identification of initial objectives is facilitated by referencing the appropriate sections of regional and area contingency plans. The information obtained from these plans will assist responders in determining the initial response priorities while the OSC and RMT gather information about the incident to develop the initial operational objectives and tasks.

Please note that the number of team members within the RMT would be based on an assessment of the incident situation by the OSC. The number of team members may increase or decrease depending on the situation.

4. RMS Development

The appointed OSC assumes the overall management of the incident. The steps taken in this stage are:

- Initiation of the first Planning Cycle
- Revision of the initial objectives
- Development of the first formal IAP
- Transition to Project Phase

5. On-Scene Response – Project Phase Cycle

Once the initial operational tasks have been completed, the first IAP is implemented. At this point, the response enters the project phase until termination.

6. Demobilization

Demobilization of the RMT and all resources commences when issues no longer exist and objectives have been completed.

7. Project Documentation and Initiation of Claim Process

All RMS documentation is consolidated and submitted to the CCG Cost Recovery Officer for cost recovery.

8. Lessons Learned

If warranted, the OSC will convene a debrief session which will focus on the following:

- Notification, evaluation and initiation of the response
- Conduct of the response
- Problems encountered
- Recommendation for improvement

Project Phase Cycle

The goal of the project phase is to determine the appropriate response activities and conduct the required functions to support those activities.

The project phase is a cyclical process involving 3 major steps listed as follows:

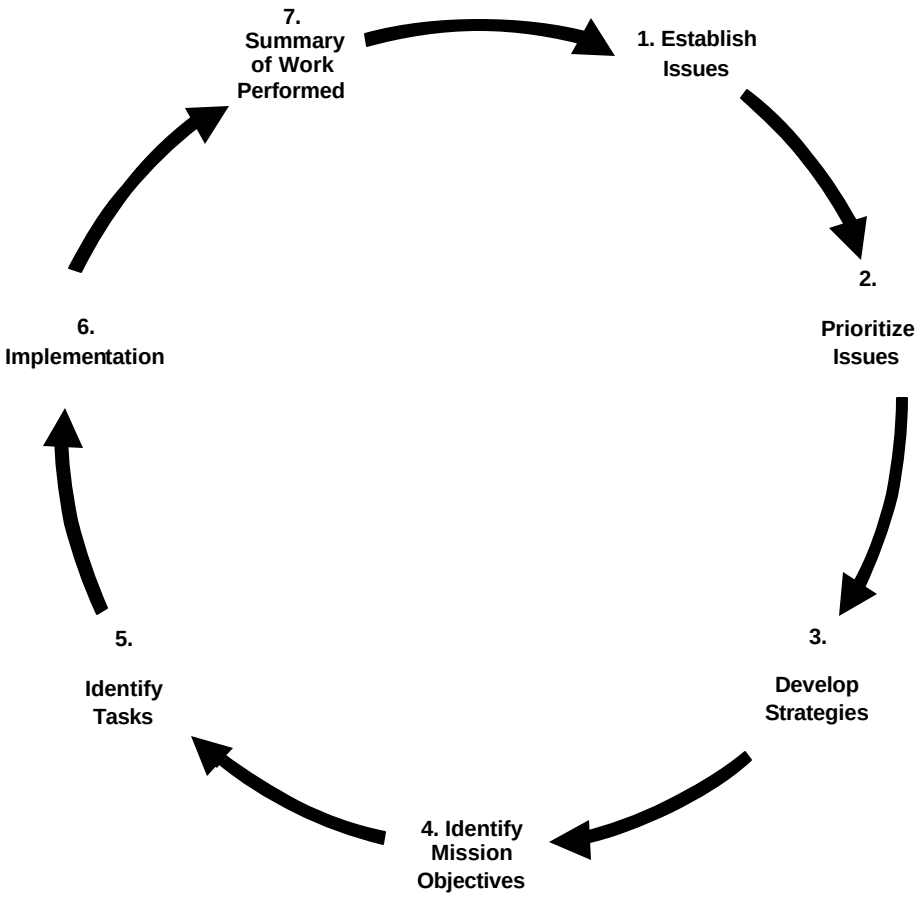
1. RMS process
2. Documenting actions using RMS forms
3. Meetings and debriefs to facilitate the development and approval of IAPs.

RMS Process

The process used within the RMS to respond to an incident consists of a step-by-step approach designed to do the following:

- Establish issues and identify priorities
- Develop strategies
- Develop executable mission objectives
- Obtain approvals for implementation
- Document the results

The RMS process further refines this approach in the following manner:



RMS Process description.

1. ESTABLISH ISSUES

Prior to conducting any response actions, the RMT must determine the main issues resulting from the incident occurrence. Issues can be of a social, economic and / or environmental nature. Examples of issues can include:

- Source control
- Containment
- Municipal water intake concerns
- Beach closings affecting tourism
- Shoreline impacts
- Oiled wildlife
- Impacts on local fisheries and aquaculture sites
- Etc.

Issues are assessed at the beginning of each planning cycle. Some issues will be reoccurring issues, whereas new issues may arise as the situation changes. Issues are listed on the "Issues Status Board".

Example

- For the purposes of explaining the RMS process in this section, 3 examples, or issues, will be used to demonstrate the steps that would be taken to address these issues:

  Issue - Shoreline impacts.
  Issue - Beach closing.
  Issue - Source control.

2. PRIORITIZE ISSUES

The next step in the RMS process is to prioritize the issues identified in step 1. Some issues may not have to be dealt with immediately and may be of lower importance, whereas other issues may be required to be addressed immediately. The importance of the issue will have to be determined by the OSC and the RMT during the appropriate meetings. However, it should be noted that the importance of the issue can change as the incident progresses. The prioritization of issues is determined by the timeframe by which the issue must be addressed.

Example

- The incident occurred in an economically sensitive area. There are many beaches in the area that are a big economist boost during the summer for the local community.

Issue - **Shoreline impacts (Day 1 – 6)** – Shorelines have been impacted by the oil.

Issue - **Beach closing (Day 3)** – The slick is expected to impact the beach in the next 72 hours.

Issue - **Source control** – Not an issue at this time as the source has been contained. No action required.

3. DEVELOP STRATEGIES

Once the issues have been established and prioritized, the RMT must begin to determine which strategies will be employed to address the issues. Strategies can be defined as a global or comprehensive description of a body of acceptable mission objectives to satisfy, mitigate or otherwise resolve the specific issue.

Example

- After an assessment of the situation, it has been determined that 2 strategies will be employed to deal with these issues. They are:

  Shoreline cleanup operations in the impacted areas – To mitigate the impacts of the oil on shorelines already impacted by the oil.

  Deflection Booming – This strategy will be employed to attempt to deflect the remaining floating oil from the beach to other, non-sensitive areas for recovery.

4. IDENTIFY MISSION OBJECTIVES

The strategies form the basis for the development of appropriate mission objectives. Mission objectives can be defined as the description or title of the specific tasks required to implement or execute the identified strategy. More than 1 mission objective can be used to execute the strategy. The mission objectives are summarized on the IAP, which are consequently described in detail on Response Management Mission Forms. Please refer to page 51 for a further description on the use of these 2 forms.

Example

- The following mission objectives were developed based on the strategies determined above.

  Shoreline Cleanup Operations – Objective – To conduct shoreline cleanup operations in Zone "A".

  Deflection Booming – Objective – To deploy deflection booming in Zone "B" in order to deflect the oil from the beach to the non-sensitive shoreline identified in the attached map (Zone "D").

5. IDENTIFY TASKS

Tasks are the list of specific actions assigned to individuals or sections to satisfy and support the appropriate mission objective. Each RMS section will have specific tasks to conduct in order to execute the objectives identified in Step 4. These tasks are listed on the Task Board. Please refer to page 62 for a description on the use of the Task Board.

Example

- **Logistics Section** – A task required to conduct shoreline cleanup operations will be to purchase 20 pairs of work boots for personnel.

  Task – Contact supplier to determine availability of work boots and, if available, purchase boots.

6. IMPLEMENTATION

Implementation refers to the execution or conduct of the IAP during the operational period.

7. SUMMARY OF WORK PERFORMED

This stage occurs at the end of the operational period and documents the results of the mission objectives implemented during the operational period. The results of the summary will identify work that was or was not completed and may identify new issues that need to be addressed during the next planning cycle. The summary of each mission objective is documented on their respective Response Management Mission form (section D).

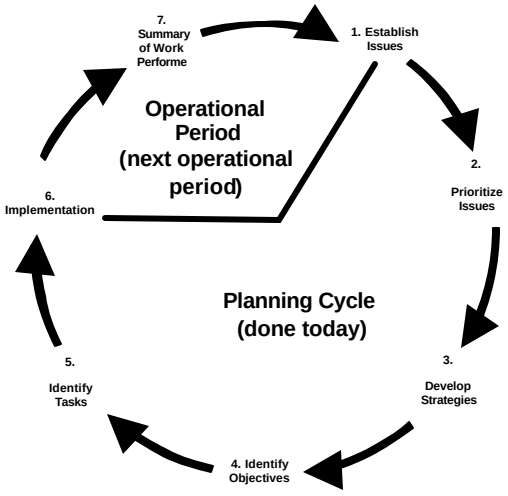
Example

Shoreline cleanup operations – Operations were completed as specified without problems in area "A".

Deflection Booming – Deflection booming was employed in area "B", however some oil escaped the booming and impacted some of parts of the beach. Shoreline cleanup operations will be required in this area.

Planning Cycle and Operational Period

Steps 1 – 5 of the RMS process are conducted in what is known as the "Planning Cycle". Each planning cycle determines the response activities of the RMT. These activities are summarized on the IAP and conducted during Steps 6 – 7, known as the operational period.

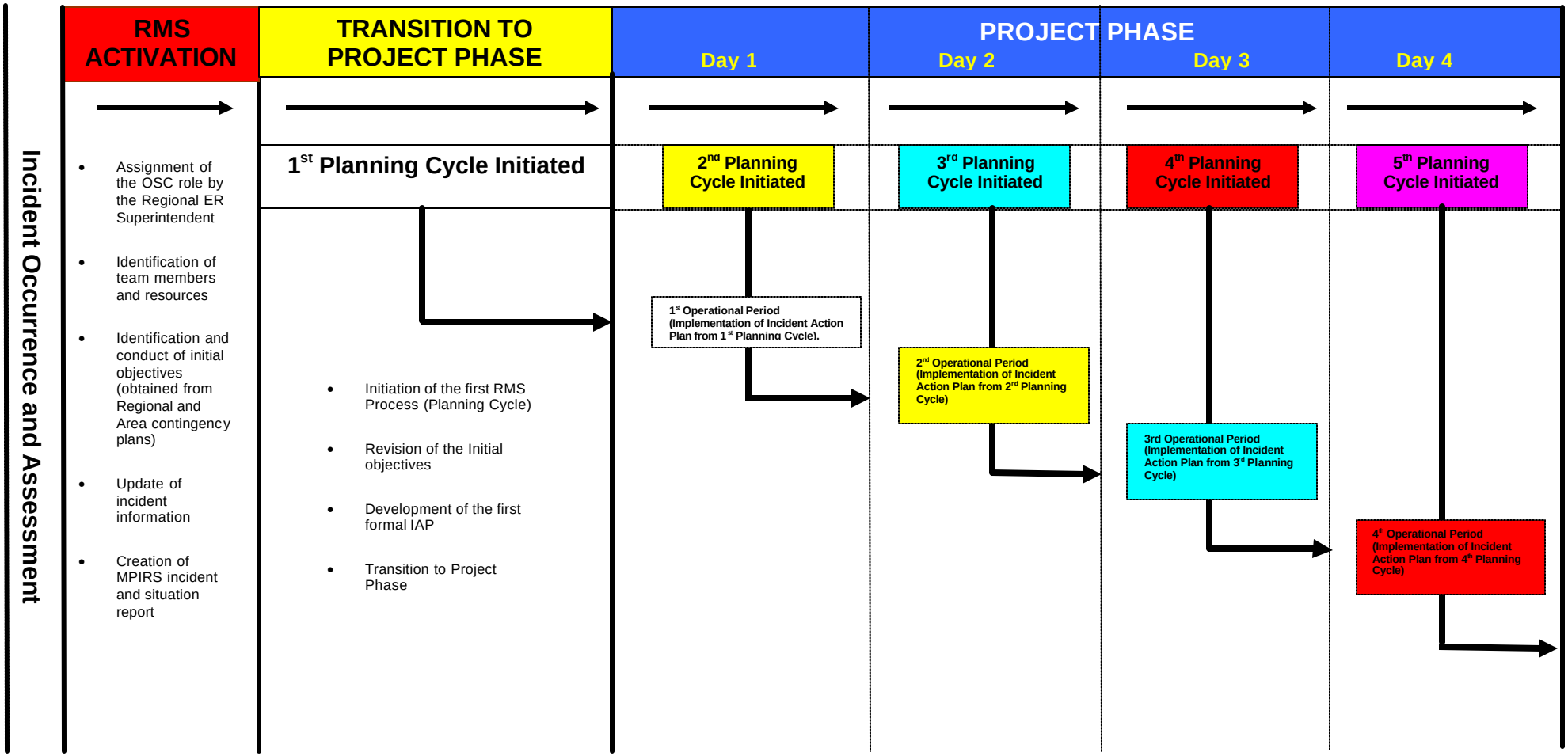


The following diagram depicts the typical progression of the response from its inception to the project phase. This diagram also demonstrates the overlap that occurs between each planning cycle and current operational period. Each day, a new planning cycle begins to develop the IAP for the next operational period. At the same time, the previous day's IAP is implemented during the current operational period. The concept behind this approach can be summarized as follows:

- Plan today (Prepare IAP)
- Implement IAP during next operational period

Planning cycles continue until all issues have been resolved and objectives no longer exist. Once the response to the incident has reached this point, it enters the "Demobilization" phase as stated in Step 6 in "Activation of a Response".

PROGRESSION OF RESPONSE TO PROJECT PHASE



Activities During RMS Activation, Transition and Project Phase

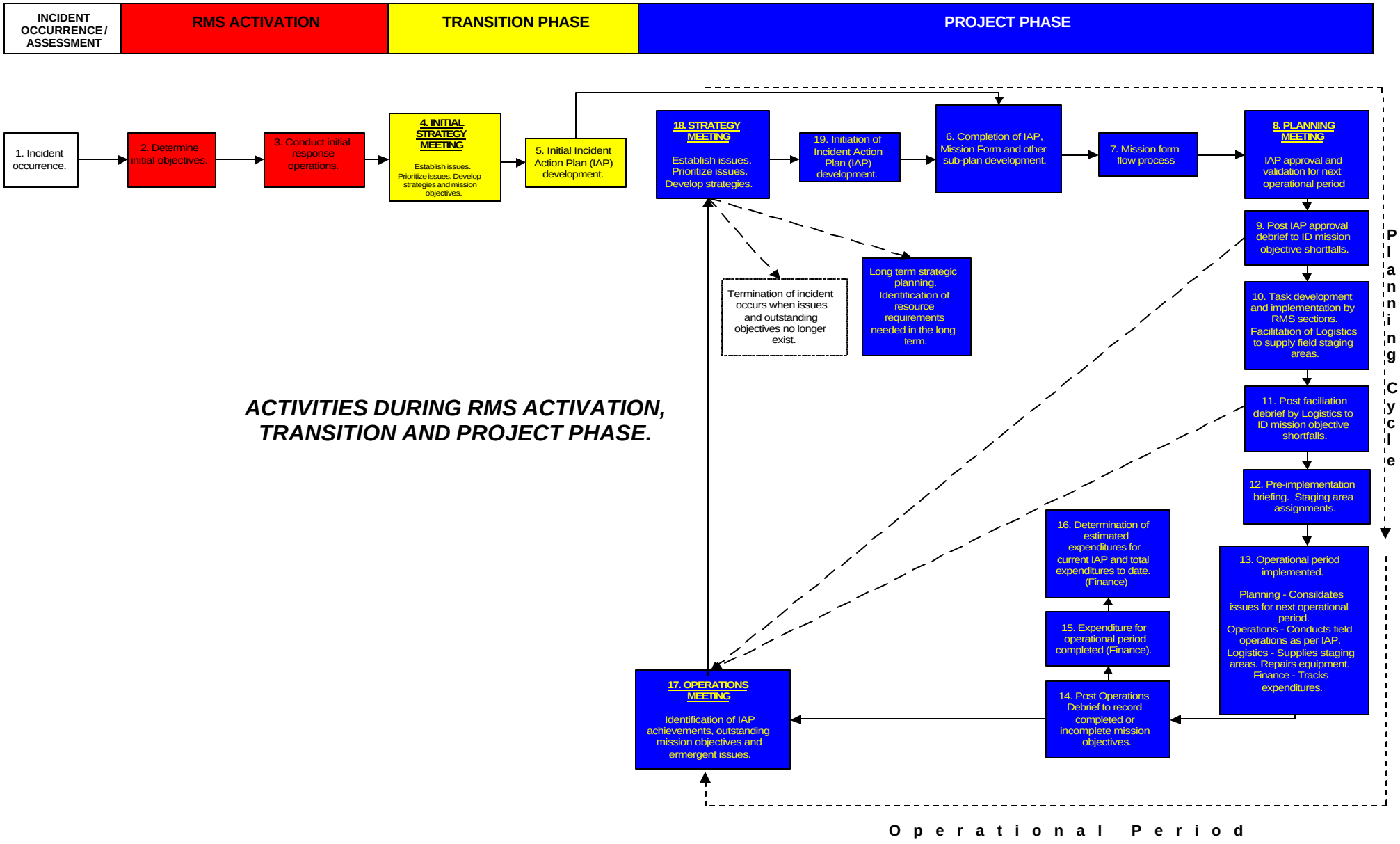
The following is a description of the activities that take place during each phase of the response. These activities follow the RMS process described on page 5 and provide some in depth detail of the actions taken to develop and implement IAPs. Following this is a chart that demonstrates the flow of these activities within each phase of the response.

INCIDENT OCCURRENCE AND ASSESSMENT	**1. Incident Occurrence**	The point at which the incident has occurred and the CCG ER Duty Officer is notified.
	2. Determine Initial Objectives	The incident is assessed and initial response objectives are identified (reference to regional and area contingency plans).
RMS ACTIVATION	**3. Conduct Initial Response Operations**	Initial response is conducted as per the objectives identified in 2.
TRANSITION PHASE ➢ **Initial Planning Cycle Begins**	**4. Initial Strategy Meeting**	All information during the initial stages of the response is collected and assessed during the Strategy Meeting. The goal is to identify and prioritize issues and develop response strategies.
	5. Initial IAP Development	Development of the first IAP is initiated for implementation during the next operational period. Mission objectives are identified in this stage.
PROJECT PHASE	**6. Completion of IAP, Mission Form and Other Sub-Plan Development**	The IAP, which includes a summary of all mission objectives, is completed. Each mission objective is identified on a Response Management Mission Form. The IAP may also include a Health and Safety Plan, maps, photos, sketches, scat reports and other supporting documentation.
	7. Form Flow Process	Each Response Management Mission Form is processed to determine the resources required to support the conduct of each mission objective (please refer to page 59).
	8. Planning Meeting	The IAP, along with the completed Response Management Mission Forms and supporting documentation, are reviewed and approved by the OSC for implementation during the next operational period. An estimate of the total expenditures for the IAP is given to the Finance Section.
	9. Post IAP Debrief	A debrief is held to update the IAP to reflect any changes which may have occurred during the planning process that prohibits the completion of some or all mission objectives. An example of this would be the inability to conduct on-water recovery operations due to a revised forecast that predicts inclement weather. These outstanding mission objectives are relayed at the Operations Meeting to ensure they are addressed during the next Strategy Meeting.
	10. Task Identification and Logistics Facilitation	Each RMS section updates their task list to reflect work that must be completed in order to support the completion of the mission objectives. Logistics works to obtain and prepare equipment and other resources for the next operational period.
	11. Post Logistics Debrief	A debrief is held to identify any outstanding issues by Logistics that prohibits the completion of some or all mission objectives. An example

		of this would be the inability to acquire a sufficient number of Tyvek suits for workers to conduct shoreline cleanup operations. These outstanding issues are relayed during the Operations Meeting to ensure they are addressed at the next Strategy Meeting.
➢ Planning Cycle Ends	**12. Pre-Implementation Debrief**	A final debrief is conducted at the end of the planning cycle to review the IAP prior to implementation the next day. Field tasks are assigned at this briefing.
➢ Operational Period Begins ➢ New Planning Cycle Begins	**13. IAP Implemented**	The IAP is implemented. RMS section functions are: Planning – Consolidates issues for next IAP. Liaise with REET, special interest groups and OGDs to identify issues. Operations – Conducts field operations as per the IAP. Logistics – Supplies staging areas with the required resources identified in the Response Management Mission Forms. Repairs equipment from previous operational period. Finance – Tracks expenditures and arranges contracts.
	14. Post Operations Debrief	A debrief is held after the mission objectives have been completed to determine the outcome of each objective. The outcome, or summary of work, is described on their respective Response Management Mission Form.
	15. Expenditures	All expenditures for the operational period are recorded by Finance.
➢ Operational Period Ends	**16. Total Expenditures**	Finance determines total expenditures to date.
➢ Planning Cycle Ends	**17. Operations Meeting**	This meeting identifies IAP achievements and failures, outstanding mission objectives identified in step 14 and any other emergent issues arising from the days' activities.
➢ New Planning Cycle Begins	**18. Strategy Meeting**	Information from step 17, any new information or issues from Planning in step 13 and any new, emergent or outstanding issues are identified and prioritized. The Issues Board is updated and strategies are developed to address these issues.
➢ New Operational Period Begins (previous day's IAP is implemented)	**19. Initiation of IAP Development**	Initiation of the next IAP commences.
	Back to step 6.	

Long Term Plan

The Long Term Plan is an assessment of human and material resources that would be required for long term response operations. The Planning Section should begin thinking about the Long Term Plan from at least five days from the beginning of the incident. An example of what might be considered for the Long Term Plan includes long term shoreline cleanup operations or continued monitoring of a specific site to check for re-oiling.



ACTIVITIES DURING RMS ACTIVATION, TRANSITION AND PROJECT PHASE.

Documenting Actions with RMS Forms

RMS forms are used to document all incident related information and actions taken by the RMT during the planning cycle and operational period and track all costs incurred.

There are 4 main instruments to conduct the RMS process used by the RMT. They are:

- Issues Board
- Incident Action Plan
  - Response Management Mission Form and other supporting documentation, as necessary
- Task Board

Issues Board

The issues board is used to record all issues and prioritize them according to the timeframe in which the issue must be dealt with. Ongoing issues, new Issues and any outstanding issues arising from previous operational periods are recorded on this form.

Incident Action Plan

The IAP is a summary of all mission objectives to be conducted during the operational period. Each objective listed on the incident action plan is accompanied by a Response Management Mission Form. The IAP may also include a Health and Safety Plan, maps, sketches, photos, scat reports, and other supporting documentation.

Response Management Mission Form

- The Response Management Mission Form contains detailed mission information to complete specific objectives outlined in the IAP. The purpose of this form is to state the mission objective, determine the resources required to conduct the mission objective and provide a report on the work conducted (summary of work). This form is also used to identify any new issues that may have arisen during the conduct of the mission objective, which are then reported to the OSC during the strategy meeting.

Task Board

Each objective identified during the planning cycle is supported by a number of tasks which are carried out by the Response Staff. The Task Board is used by each RMS section to document the tasks and the results. The Task Board is updated after each planning cycle to reflect the new mission objectives identified in the IAP.

These forms and instructions on their use can be found beginning on page 47 of this guide.

Meetings

Meetings play a crucial role in any response to any incident. With respect to the RMS, meetings allow for the exchange of information and play a vital role in decision making during the planning cycle, which ultimately facilitates the development of IAPs.

As indicated in "Activities During RMS Activation, Transition and Project Phase", there are 3 main types of meetings held during the Planning Cycle. They are:

- Strategy Meeting
- Planning Meeting
- Operations Meeting

Strategy Meeting

The Strategy Meeting is the first meeting held during the planning cycle and initiates the development of IAPs. The goal of this meeting is to take information from the operational meeting, determine issues, prioritize them and develop strategies.

Planning Meeting

The Planning Meeting is held once the IAP has been completed and all Response Management Mission Form and supporting documentation have been developed. The IAP is submitted to the OSC for approval and, once approved, authority is given to implement the IAP for the next operational period.

Operations Meeting

The Operations Meeting is held at the end of the operational period. The goal of this meeting is to summarize the outcome of work conducted in the field and identify any outstanding issues from the previous planning cycle. This information is then used in the following Strategy Meeting to update the issues board and develop the next IAP.

Meeting Guidlines

There are certain guidelines that should be followed when holding meetings.

1. Meetings should be kept short and to the point.
2. Unnecessary meetings, or meetings with no real purpose, should be avoided.
3. The room should be closed and the section heads **MUST** attend.
4. The meeting is chaired by the OSC/FMO.
5. In a polluter led response, the FMO shall participate in the polluter's meetings.

Debriefs

As described in "Activities During RMS Activation, Transition and Project Phase", a number of debriesf will occur throughout the RMS Process. The goal of these debriefs is to provide an update with respect to the conduct or execution of a particular event during the RMS process. These debriefs are intended for the section chiefs and their staff.

There are 4 specific debriefs that occur throughout the RMS Process, listed as follows:

1. **Post IAP Approval Debrief –** Occurs after the planning meeting. The goal is to update the IAP to reflect any changes which may have occurred during the planning process that prohibits the completion of some or all mission objectives.
2. **Post Logistics Debrief -** Occurs after "Task Identification and Logistics Facilitation". The goal is to identify any outstanding issues by Logistics that prohibits the completion of some or all mission objectives.
3. **Pre-implementation Debrief –** Occurs at the end of the day (or end of the Planning Cycle). The goal is to review the IAP prior to implementation the next day.

4. **Post Operations Debrief –** Occurs at the end of the conduct of all mission objectives. The goal is to summarize the outcome of each mission objective.

Please refer to the chart on pg. 14 to determine when these meetings and debriefs take place.

POST INCIDENT REVIEW

The objective of a post incident review is the evaluation of the incident to ultimately improve CCG's spill response effectiveness. This requirement is similar to the principles of exercise evaluation. As such, the review should be conducted in accordance with the principles contained in the National Exercise Program – Evaluation Guidelines, Chapter 11. This involves six specific tasks, namely:

- Brief the evaluation team
- Brief the response team
- Evaluate the incident
- Prepare a summary of key observations
- Hold an incident debriefing session
- Prepare an official post incident evaluation report.

The following elements should be covered when conducting a post incident review:

- Notification
- Assessment
- Mobilisation
- Initial Response
- Activation of the RMS and transition to project phase
  - RMS structure
  - RMS process function and meetings
- Incident Action Plan
  - Issues
  - Strategies
  - Deployment of resources
    - Operations
    - Logistics
- Health and Safety
- Media
- Demobilisation

The findings should be documented in the post incident evaluation report, which should also outline how they will be incorporated into the relevant areas of RMS.

The OSC is responsible for the preparation of a post incident evaluation report, which will be submitted to the Manager, Environmental Response and Regional Director, Marine Programs.

RMS STRUCTURE, ROLES AND RESPONSIBILITIES UNDER THE ON-SCENE COMMANDER (OSC)

RMS STRUCTURE

The RMS organisation under a CCG led response is managed by the OSC and consists of 2 groups listed as follows:

- Advisory Staff
- Response Staff

Advisory Staff

The Advisory Staff works directly with the OSC and provides advice and information on a variety of issues related to the incident. The OSC uses this information during the planning cycle to establish issues and identify the appropriate strategies and mission objectives to address these issues.

The Advisory Staff consists of:

1. Communications Officer

The Communications Officer is responsible for setting up the Information Center, at which, all media sources will be able to obtain the relevant information for their medium. The Communications Officer will also be responsible for developing and releasing information about the incident, once approved by the OSC, to appropriate agencies, organizations and the public.

2. Health and Safety Officer

The Health and Safety Officer is accountable to the OSC for all aspects of health and safety during response operations.

The Health and Safety Officer has authority to stop any measures taken to respond to the pollution incident that may be detrimental to the health and safety of personnel. The Health and Safety Officer will report to the OSC on behalf of a team of safety officers which may be required and stationed in the field. Responsibilities under this section include:

- Development and enforcement of the Health and Safety plan
- Site Security
- Site Safety
- Verification of the safety of all RMT personnel

3. Regional Environmental Emergency Team (REET)

Environment Canada is responsible for this body of advisors for environmental advice. The Chair represents the combined advice of all regulatory and advisory bodies at all levels of government as well from industry or industry cooperative representatives. REET will provide advice and guidance to the OSC. Particular emphasis will be given to providing advice and guidance during the development of the IAP.

4. Legal

Provision of legal advice is provided by the Department's Legal Service Unit. Legal Counsel must be made aware of pollution incidents, to which the department may have an involvement, as early as possible. Advice from Legal Counsel is especially important when insurance companies, the Ship-source Oil Pollution Fund or the International Oil Pollution Compensation Fund are involved.

5. Liaison

Responsible for coordinating and maintaining relations and communications with outside agencies, community leaders and other interest groups. The Liaison officer is the point of contact within the RMS whenever representatives from outside organizations require information regarding the incident. The Liaison officer will also coordinate meetings with these individuals to discuss issues or pass on information related to the incident.

Response Staff

The Response Staff is responsible for executing and supporting the mission objectives of the IAP, providing all necessary resources and tracking and accounting all response costs. There are 4 sections of the Response Staff, each led by a section chief. The Response Staff sections are:

1. Planning

- Responsible for the collection, coordination and assessment of data for the development of the IAP.

2. Operations

- Responsible for the direction and conduct of response operations.

3. Logistics

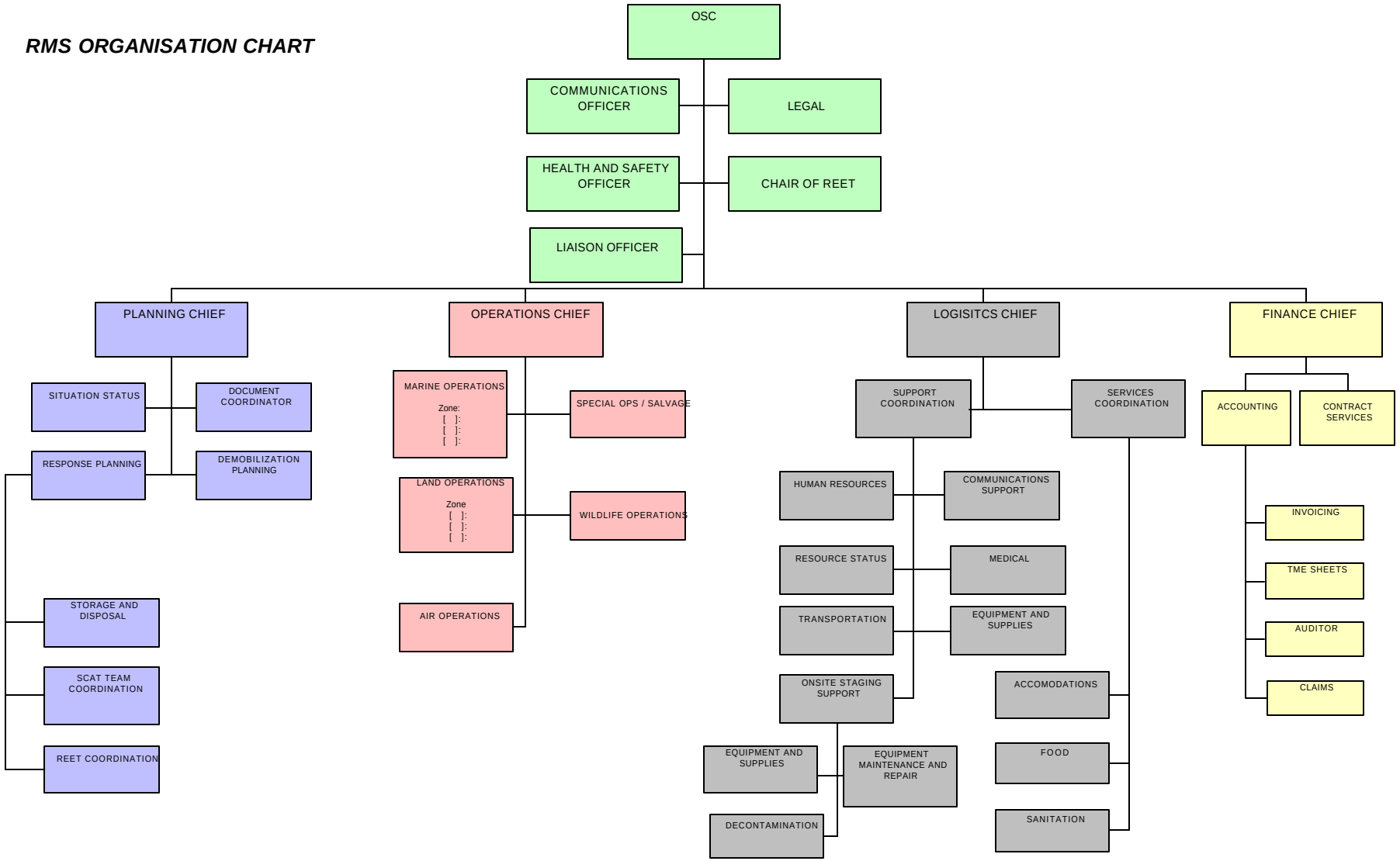
- Responsible for providing facilities, services and resources for the conduct of response operations.

4. Finance

- Responsible for the collection and organization of all financial aspects of response operations.

The following is an organisation chart showing the RMS structure under the OSC and the job functions under each section.

RMS ORGANISATION CHART



ROLES, RESPONSIBILITIES AND JOB FUNCTIONS OF THE RESPONSE STAFF

Planning

Planning Chief

The Planning Chief is responsible for the collection and assessment of incident data and for the development of IAPs. The Planning Chief works closely with the OSC in establishing issues and developing mission objectives. The responsibilities of the Planning Chief are:

- Identifies initial Planning Section priorities and delegates positions in the Planning Section;
- Initiates the first planning cycle;
- Coordinates and develops IAPs;
- Develops a clear and accurate understanding of the situation based on information gathered at or near the incident scene;
- Ensures the immediate and projected impacts of the incident are identified and addressed by the planning units;
- Ensures the Planning Section works with the REET representatives to identify and develop appropriate response tactics;
- Ensures that all of achievable mission objectives in the IAP are carried out; and,
- Consults with the OSC on draft objectives, enters them onto Response Management Mission Forms and initiates the Mission Form process.

The Planning Section includes 4 subsections. They are:

- **Response Planning** –Responsible for gathering and assessing information from the other sections and from REET, coordinating the development of the IAP, ensuring that REET evaluates and recommends response methods, managing SCAT activities and evaluating storage and disposal methods used in the response. Reporting to Response Planning are:

  - **Storage and Disposal** – Responsible for compiling and evaluating information related to the quantity, volume, type and concentration of waste, recommending storage, transport and disposal methods, ensuring that local laws regarding waste and disposal are followed and developing a storage and disposal plan.

  - **Shoreline Cleanup Assessment Team (SCAT) Coordination** – Responsible for collating and assessing the data from SCAT assessments, recommending shoreline cleanup methods and dividing the shoreline into work zones.

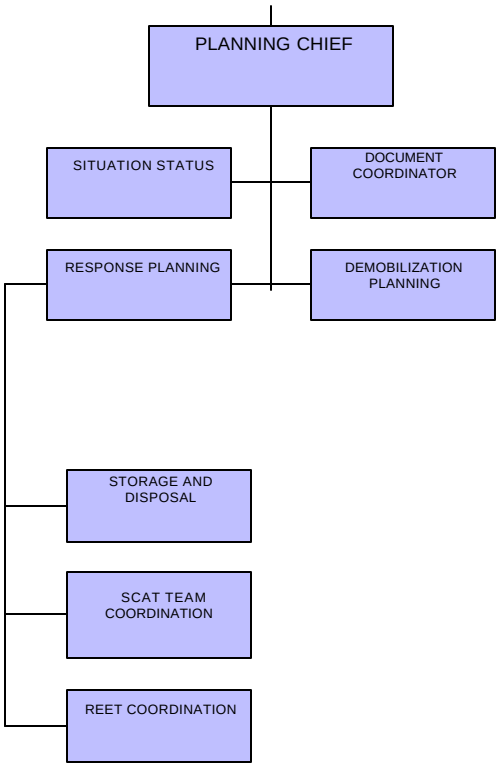
  - **REET Coordination** – Either the Chair of REET or a person delegated by the Chair of REET, this person is responsible for working with the Response Planning Officer in ensuring that all issues identified by REET are taken into consideration during the development of IAPs.

- **Situation Status** – Responsible for managing forms on the Situation Status Board, for gathering and assessing weather, tide, wave, aerial surveillance and incident site information and developing situation reports using the Marine Pollution Incident Reporting System (MPIRS).

- **Demobilization**– Responsible for determining the status of work being conducted, identifying surplus resources and developing a demobilization plan.

- **Document Coordinator** – Responsible for ensuring that expired copies of all forms and all documents, notes, receipts, etc., generated by the RMT, are kept on file and in chronological order. This includes information that is no longer needed by the RMT, such as expired IAPs, Response Management Mission Forms, and/or old weather and marine conditions forecasts. Also responsible for keeping and maintaining all evidence (i.e. documentation, samples, photos, notes, etc.,) gathered for prosecution purposes.

Planning Section organisation chart.



Operations

Operations Chief

The Operations Chief is responsible implementing the mission objectives as specified by the IAP and the direction and conduct of response operations. The responsibilities of the Operations Chief are:

- Organizes the Operations Section to meet the requirements of the IAP and delegates positions;
- Designates, directs and supports on-site responders;
- Determines field response requirements;
- Works with other section to develop and implement IAPs;
- Identifies operational constraints;
- Obtains regular status reports from the Staging Area Managers; and,
- Updates the OSC and RMT on the status and progress of all critical response operations;

The Operations Section includes 5 subsections. They are:

- **Marine Operations** – Responsible for determining and coordinating the resources required to conduct on water response operations (eg. recovery, containment, vessels, storage, etc.), ensuring that the site security rules are being applied, that relief teams are briefed on the status of the response and to ensure that the objectives for on water recovery are being met.

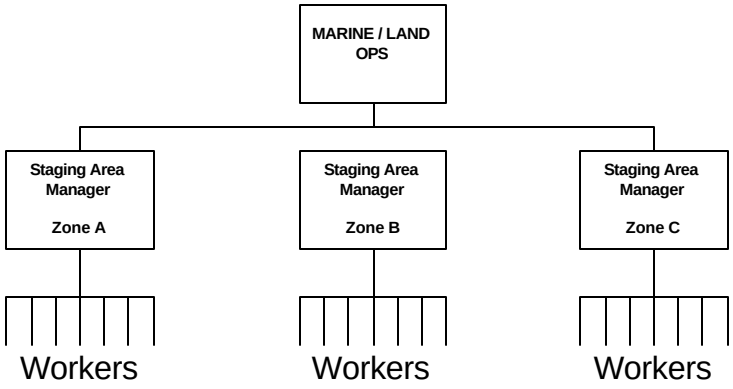
- **Land Operations** – Responsible for determining and coordinating the resources required for conducting land operations and shoreline evaluations (eg, shoreline cleanup, transportation, SCAT, etc.), ensuring that the site security rules are being applied, that relief teams are briefed on the status of the response and to ensure that the objectives for land based operations are being met.

  - The Marine and Land Operations Sections are responsible for conducting on-water and shoreline response operations. Their teams work in the field to execute the mission objectives specified in the IAP (e.g. on water recovery, shoreline cleanup operations, etc.).

    The operating environments are broken down into zones for on-water and shoreline cleanup operations, each managed by a Staging Area Manager. The Staging Area Managers are responsible for managing their workers in their respective work zones.

    The Staging Area Managers receive copies of the Response Management Mission Forms which identify the mission objective and the resources they will be receiving.

    The following is the Staging Area organisation chart:

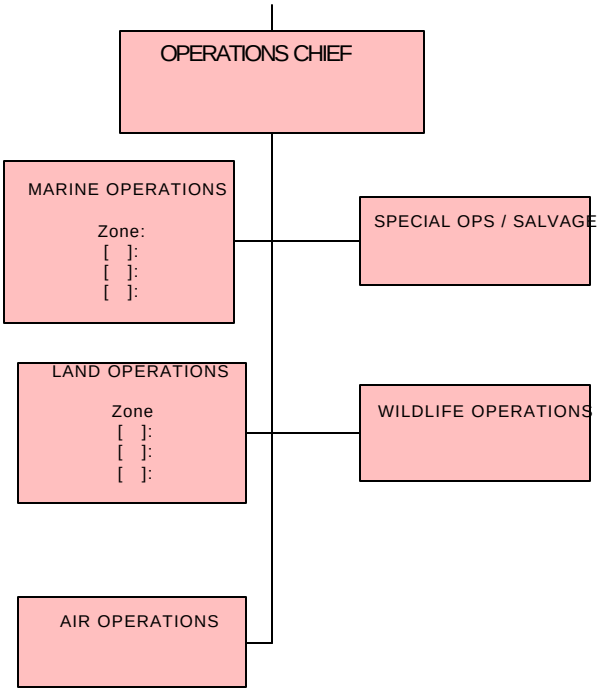


- **Air Operations** – Responsible for determining the resources required for conducting aerial operations (eg. CCG helicopter or fixed wing aircraft), ensuring that all people onboard aircraft are aware of security regulations, establishing an aerial safety perimeter around the landing area and prioritizing aerial surveillance flights.

- **Special Ops / Salvage** – Responsible for coordinating refloating, salvaging and offloading vessels operations, in-situ burning and dispersant operations and ensuring compliance with applicable standards and regulations.

- **Wildlife Operations** – Responsible for supporting wildlife response, wildlife assessment / count, ensuring that personnel are qualified to do the work, assisting in coordinating the wildlife rehabilitation centre and ensuring the security regulations are adhered to.

Operations Section organisation chart.



Logistics

Logistics Chief

The Logistics Chief is responsible for providing facilities, services and human and material resources for the conduct of response operations. The responsibilities of the Logistics Chief are:

- Organizes available personnel and assigns them positions within the Logistics Section;
- Locates and provides the resources and support services identified in the Response Management Mission Form;
- Assists in developing the IAP and ensures it is logistically possible;
- Sources the quickest and/or most cost-effective suppliers;
- Identifies / outfits appropriate staging areas;
- Arranges for transportation, communications and other support resources;
- Ensures all personnel are clothed, sheltered, and fed;
- Ensures that documentation is completed and forwarded to the Finance Section; and,
- Consults with Operations to ensure adequate levels of services are being supplied.

The Logistics Section includes 9 subsections. They are:

- **Support Coordination** – Responsible for coordinating all activities of the medical units, land bases and communications and for coordinating the procurement of human and material resources, equipment and transportation. Reporting to Support Coordination are:

  - **Human Resources** – Responsible for obtaining human resources, ensuring that the resources meet the required profile, transmitting the contract requirements to the Finance Section and for making recommendations according to the availability of resources.

  - **Resource Status** – Responsible for monitoring and providing follow-up for the location and condition of equipment.

  - **Transportation** – Responsible for determining transportation needs, arranging transportation services for RMT personnel, equipment, machinery, supplies, meals and fuel, transmitting the contract requirements to the Finance Section and establishing and maintaining a transportation plan.

  - **Communication and Informatics Support** – Responsible for implementing all informatics requirements such as computer systems, software and email applications and developing the communications plan for the use of equipment and the operating frequencies, installing, checking and repairing communications equipment, distributing communications equipment to RMT personnel, establishing an internal communications protocol and providing support for the communications centre.

  - **Medical** – Responsible for developing an emergency and medical evacuation plan, coordinating and managing emergency medical services, setting up first aid centres, obtaining medical aid and transportation for the injured, establishing the medical profile required for specific jobs and preparing accident reports and maintaining records.

- **Equipment and Supplies** – Responsible for obtaining equipment, supplies and machinery for supporting operations of Support Coordination, ensuring that the resources meet the required specifications and transmitting the contract needs to the Finance Section.

- **Onsite Staging Support** – Responsible for coordinating all response activities, receiving and storing equipment, supplies and machinery, monitoring incoming and outgoing items, providing Resource Status with statements on the condition of all response resources and distributing supplies and equipment as necessary. Reporting to Field Support are:

    - **Equipment and Supplies** – Responsible for obtaining equipment, supplies and machinery for all monitoring/response operations, ensuring that equipment resources meet the specifications requested and keeping the inventory up to date.

    - **Decontamination** – Responsible for providing decontamination for RMT personnel, equipment vessels and motor vehicles in the land based sector, ensuring compliance with established decontamination procedures, setting up decontamination areas, obtaining decontamination equipment and developing an equipment decontamination plan.

    - **Equipment Maintenance and Repair** – Responsible for providing maintenance and repair services for equipment, vessels and vehicles and ensuring a constant supply of fuel for all equipment.

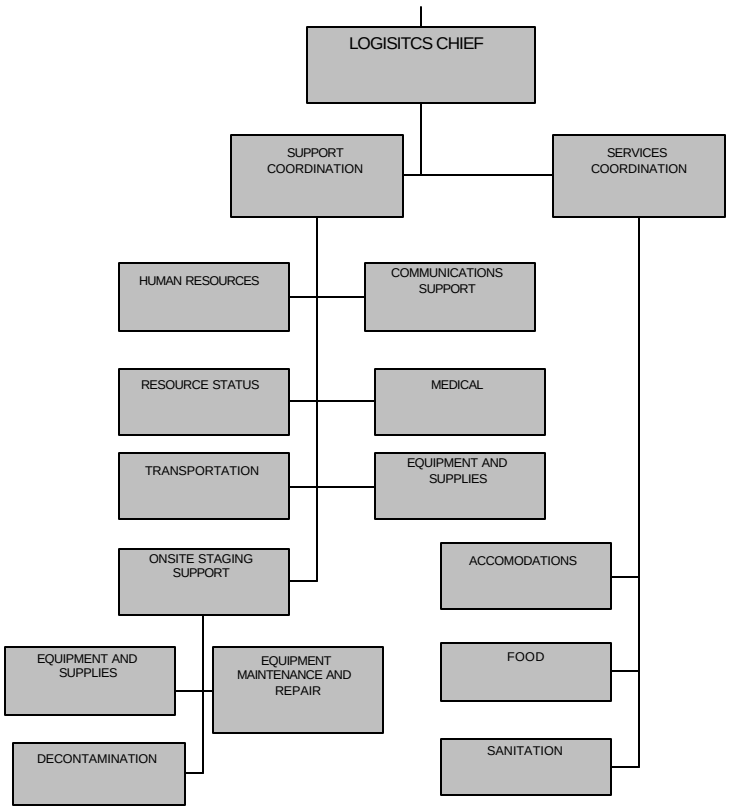
- **Service Coordination** – Responsible for coordinating all the service activities related to the response, such as accommodations, meals, household waste management and sanitation needs. Reporting to Services Coordination are:

    - **Accommodations** – Responsible for the location, supply and / or development and organization of all accommodations (camp, hotel, motel, etc.) and for ensuring that the facilities are safe.

    - **Food** – Responsible for determining the food requirements for all facilities, developing menus, coordinating preparation, delivery and service, providing a supply of drinking water, determining the kitchens and service areas for meals required and maintaining the service areas.

    - **Sanitation** – Responsible for collecting and disposing of all types of sanitary and / or household waste created by the response and ensuring that sanitary facilities are distributed among the different land bases.

Logistics Section organisation chart.



Finance

Finance Chief

The Finance Chief is responsible for all financial aspects of response operations and must have knowledge of the principles of the department financial Management Reporting System (MRS). The responsibilities of the Finance Chief are:

- Organizes the Finance Section personnel and assigns tasks;
- Works with Operations and Logistics to ensure that appropriate accounting, documentation, and cost control systems are in place;
- Directs all 3rd party claims to the appropriate authority;
- Consolidates all cost documentation to form the basis of a CCG claim in accordance with the appropriate standards;
- Enforces internal standards for financial authority, cost control, and expense management and ensures clear audit trails are established;
- Provides cost estimates as requested by the OSC;
- Ensures that all contracts are being maintained and that contractual obligations are met;
- Audits and inventories contractors and suppliers to ensure accuracy;
- Sets up and maintains an invoice processing and tracking system for internal control and cost recovery purposes; and
- Ensures all contracts, purchase orders, work orders and other documentation are processed promptly.

The Finance Section includes 4 subsections. They are:

- **Contract Services –** Responsible for administering the supply and acquisition of contracts, checking and preparing the list of contractors and suppliers, ensuring the availability of funding and renewal as required, ensuring that contracts are up to date and that contractual obligations are met and maintaining a hiring system and prepare reports.

- **Accounting –** Responsible for tracking, analyzing and evaluating response costs, compiling personnel working hours and equipment usage hours, establishing and maintaining an invoice processing and tracking system, setting up an appropriate on-site auditing system and providing financial statements. Reporting to Accounting are:

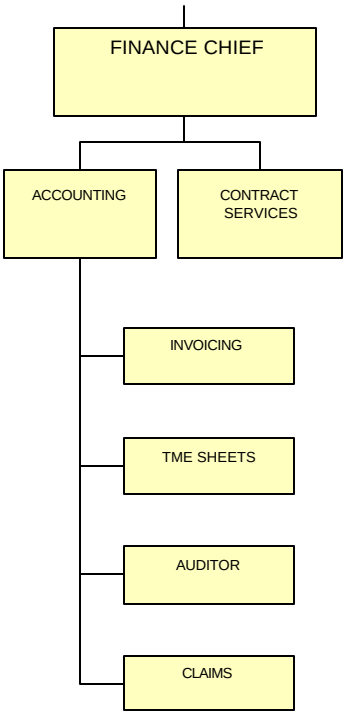
  - **Invoicing** – Responsible for gathering and compiling all invoices, orders and all data showing the expenses incurred and work done, activating the payment process, compiling, documenting and preparing the cost recovery file for departmental operations, maintaining the financial files for the response and issuing invoices.

  - **Time Sheets –** Responsible for collecting, compiling and verifying the times sheets for all RMT personnel and maintaining a record of hours worked, breaks and availability.

  - **Auditor –** Responsible for auditing all financial activities related to the incident and ensuring that all financial transactions meet government contracting and financial guidelines.

  - **Claims** – Responsible for directing all 3rd party claims involving damaged property associated with or involved with the incident to the appropriate authority.

Finance Section organisation chart.



RMS STRUCTURE, ROLES AND RESPONSIBILITIES UNDER THE FEDERAL MONITORING OFFICER (FMO)

RMS UNDER THE FMO

The RMS under the FMO serves 2 functions.

1. Monitoring of the polluter's response operations as identified in their response plan and assigning tasks to the Incident Monitoring Team (IMT) to monitor the conduct of those operations.

2. To identify the human and material resources required by the IMT to facilitate the monitoring of the polluter's response operations.

The FMO uses the same RMS Process used by the OSC, described on page 5 of this User's Guide, to establish issues and identify and execute mission objectives. In this case, however, the mission objectives refer to the monitoring tasks assigned to the IMT to monitor the conduct of the polluter's response operations. The FMO uses the Planning Cycle to develop the monitoring IAP, which, similar to the IAP used by the OSC, is a summary of all mission objectives (monitoring tasks) that must be conducted by the IMT during the Operational Period. The Operational Period is the timeframe the monitoring IAP is implemented and, consequently, the monitoring is conducted.

The RMS organisational structure for the FMO is similar to that under the OSC. There are, however, differences in the roles and responsibilities of the RMS, which are documented in this section. In addition to the operational support functions of the IMT for the conduct of monitoring operations, pursuant to FMO Directive #D-3030-2002-01, the FMO may also be required to determine if the polluter's response management system is functioning properly in addressing the issues identified in the incident. It should be noted that not all RMS positions are required to conduct these functions.

RMS STRUCTURE

The RMS organisation under the FMO consists of 2 groups listed as follows:

- Advisory Staff
- Monitoring Staff

Advisory Staff

The Advisory Staff works directly with the FMO and provides advice and information on a variety of issues related to the incident.

The Advisory Staff consists of:

1. Communications Officer

The Communications Officer is responsible for setting up the Information Center, at which, all media sources will be able to obtain the relevant information for their medium. The Communications Officer will also be responsible for developing and releasing information

about the incident, once approved by the FMO, to appropriate agencies, organizations and the public.

2. Health and Safety Officer

The Health and Safety Officer is accountable to the FMO for all aspects of health and safety for monitoring operations.

The Health and Safety Officer has authority to stop any measures taken to monitor the pollution incident that may be detrimental to the health and safety of personnel. The Health and Safety Officer will report to the FMO on behalf of a team of safety officers which may be required and stationed in the field. Responsibilities under this section include:

- Development and enforcement of the Health and Safety plan
- Site Security
- Site Safety
- Verification of the safety of all IMT personnel

In the event that the Health and Safety Officer determines that the health and safety of the polluter or his workers is in question, or there are problems with site safety, the FMO must exercise due diligence and advise the polluter of these deficiencies. Further action by the FMO may be necessary depending on the remedial action taken by the polluter.

3. Regional Environmental Emergency Team (REET)

Environment Canada is responsible for this body of advisors for environmental advice. The Chair represents the combined advice of all regulatory and advisory bodies at all levels of government as well from industry or industry cooperative representatives. REET will provide advice and guidance to the FMO, who in turn, will provide this information directly to the polluter's OSC.

4. Legal

Provision of legal advice is provided by the Department's Legal Service Unit. Legal Counsel must be made aware of pollution incidents, to which the department may have an involvement, as early as possible.

5. Liaison

Responsible for coordinating and maintaining relations and communications with outside agencies, community leaders and other interest groups. The Liaison officer is the point of contact within the RMS whenever representatives from outside organizations require information regarding the incident. The Liaison officer will also coordinate meetings with these individuals to discuss issues or pass on information related to the incident.

The Monitoring Staff is responsible for executing and supporting the mission objectives of the monitoring IAP, providing all necessary resources and tracking and accounting all monitoring costs. There are 4 sections of the Monitoring Staff, each led by a section chief. The Monitoring Staff sections are:

Monitoring Staff

1. Planning

- Responsible for the collection, coordination and assessment of data for the development of the monitoring IAP.

2. Operations

- Responsible for the direction and conduct of monitoring operations, reviewing the polluter's response plan during its development to verify overall objectives and missions are in accordance with public interest and monitoring the functions and finance of the polluter's overall response activities.

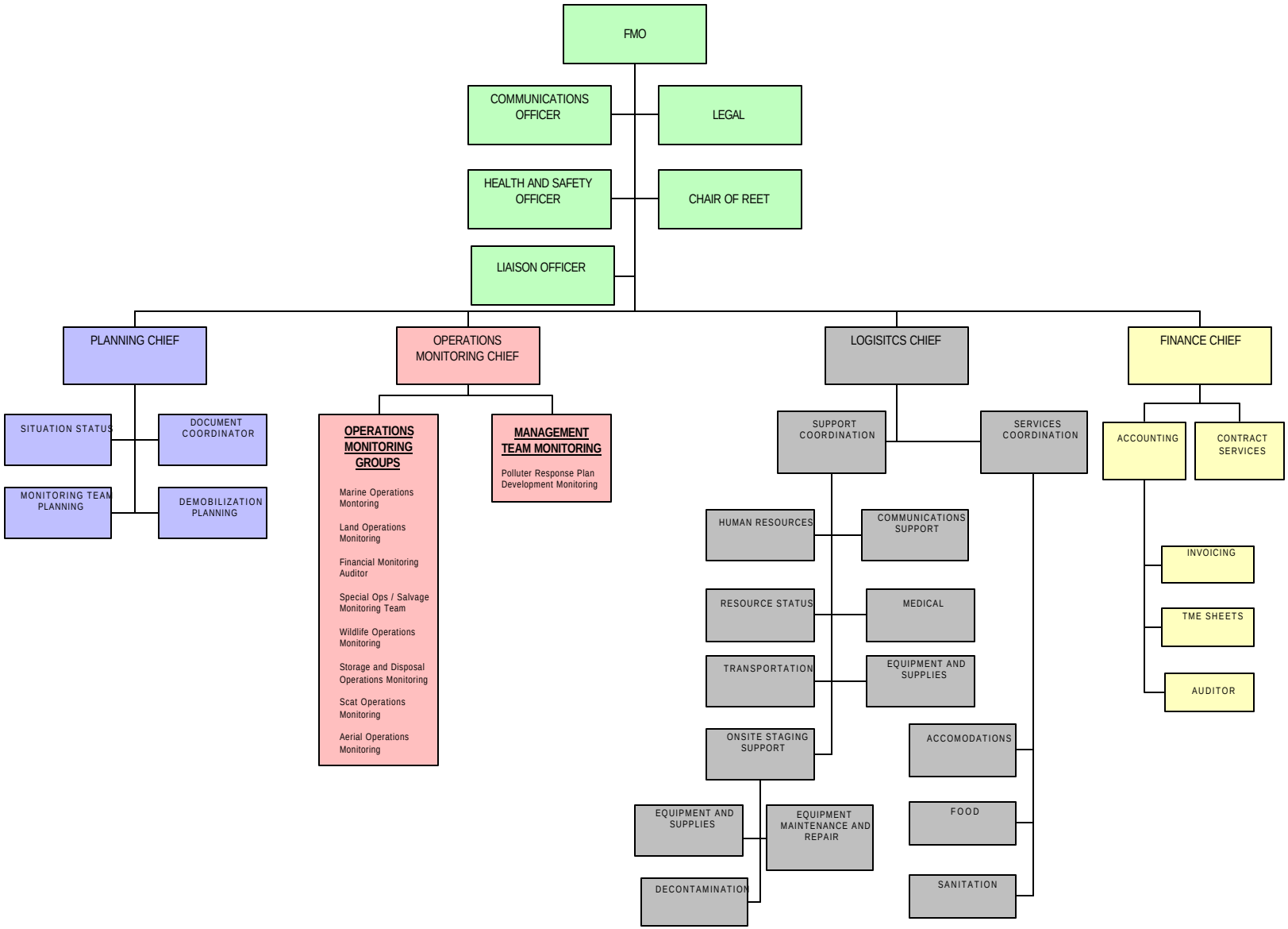
3. Logistics

- Responsible for providing facilities, services and resources to the IMT for the conduct of monitoring operations.

4. Finance

- Responsible for the collection and organization of all financial aspects of monitoring operations.

The following is an organisation chart showing the RMS structure under the FMO and the job functions under each section.


FMO
COMMUNICATIONS OFFICER
LEGAL
HEALTH AND SAFETY OFFICER
CHAIR OF REET
LIAISON OFFICER
PLANNING CHIEF
SITUATION STATUS
DOCUMENT COORDINATOR
MONITORING TEAM PLANNING
DEMOBILIZATION PLANNING
OPERATIONS MONITORING CHIEF
OPERATIONS MONITORING GROUPS
Marine Operations Montoring
Land Operations Monitoring
Financial Monitoring Auditor
Special Ops / Salvage Monitoring Team
Wildlife Operations Monitoring
Storage and Disposal Operations Monitoring
Scat Operations Monitoring
Aerial Operations Monitoring
MANAGEMENT TEAM MONITORING
Polluter Response Plan Development Monitoring
LOGISITCS CHIEF
SUPPORT COORDINATION
SERVICES COORDINATION
HUMAN RESOURCES
COMMUNICATIONS SUPPORT
RESOURCE STATUS
MEDICAL
TRANSPORTATION
EQUIPMENT AND SUPPLIES
ONSITE STAGING SUPPORT
EQUIPMENT AND SUPPLIES
EQUIPMENT MAINTENANCE AND REPAIR
DECONTAMINATION
ACCOMODATIONS
FOOD
SANITATION
FINANCE CHIEF
ACCOUNTING
CONTRACT SERVICES
INVOICING
TME SHEETS
AUDITOR

ROLES, RESPONSIBILITIES AND JOB FUNCTIONS OF THE MONITORING STAFF

Planning

Planning Chief

The Planning Chief is responsible for the collection and assessment of incident data and for the development of monitoring IAPs. The Planning Chief works closely with the FMO in reviewing the polluter's response plan to identify their mission objectives and develop appropriate monitoring IAPs for implementation by the IMT. The responsibilities of the Planning Chief are to:

- Identify initial Planning Section priorities and delegate positions;
- Review the polluter's response plan to identify mission objectives;
- Initiate the first planning cycle;
- Coordinate and develop monitoring IAPs;
- Ensure that all of achievable mission objectives are conducted;
- Consults with the FMO on draft mission objectives, enters them onto Response Management Mission Forms and initiates the mission form process.

The Planning Section includes 4 subsections. They are:

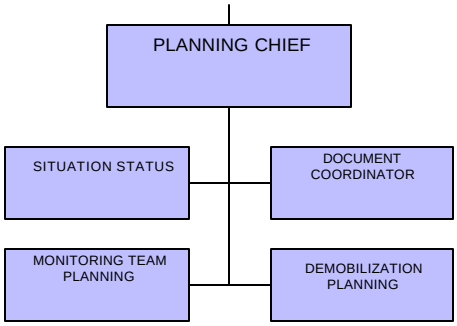
- **Monitoring Team Planning** –Responsible for gathering and assessing information from the polluter's response plan and coordinating the development of the monitoring IAP.

- **Situation Status** – Responsible for managing forms on the Situation Status Board, for gathering and assessing weather, tide, wave, aerial surveillance and incident site information and developing situation reports using the Marine Pollution Incident Reporting System (MPIRS).

- **Demobilization Planning** – Responsible for determining the status of monitoring operations being conducted, identifying surplus resources and developing a demobilization plan of monitoring resources.

- **Document Coordinator** – Responsible for ensuring that expired copies of all forms and all documents, notes, receipts, etc., generated by the IMT, are kept on file and in chronological order. This includes information that is no longer needed by the IMT, such as expired IAPs, Response Management Mission Forms, and/or old weather and marine conditions forecasts. Also responsible for keeping and maintaining all evidence (i.e. documentation, samples, photos, notes, etc.,) gathered for prosecution purposes.

Planning Section organisation chart.



Operations

Operations Monitoring Chief

The Operations Chief is responsible for the direction and conduct of monitoring operations specified in the monitoring IAP, providing advice and guidance to the polluter during the development of their response plan to verify overall objectives and missions are in accordance with public interest and auditing the functions and finance of the polluter's overall response activities.

The responsibilities of the Operations Chief are:

- Organizes the Operations Section to meet the requirements of the monitoring IAP and delegates positions;
- Designates, directs and supports on-site monitoring personnel;
- Implements field monitoring requirements;
- Works with other section to develop and implement IAPs;
- Monitors the conduct of the polluter's overall response acitivities;
- Provides advice and guidance to the polluter during the development of their response plan;
- Identifies operational constraints;
- Obtains regular status reports from the Staging Area Managers;
- Updates the FMO on the status and progress of all critical monitoring operations;

The Operations Section includes 2 subsections. They are:

- **Operations Monitoring Groups** – Responsible for the implementation and conduct of the mission objectives specified in the monitoring IAP. The following operations are conducted under this group and may include any or all of the following functions, but not limited to:

  - **Marine Operations Monitoring** – Responsible for determining and coordinating the resources required to conduct on water monitoring operations, ensuring that the site security rules are being applied, that relief teams are briefed on the status of monitoring operations and ensuring that the objectives for on water monitoring operations are being met.

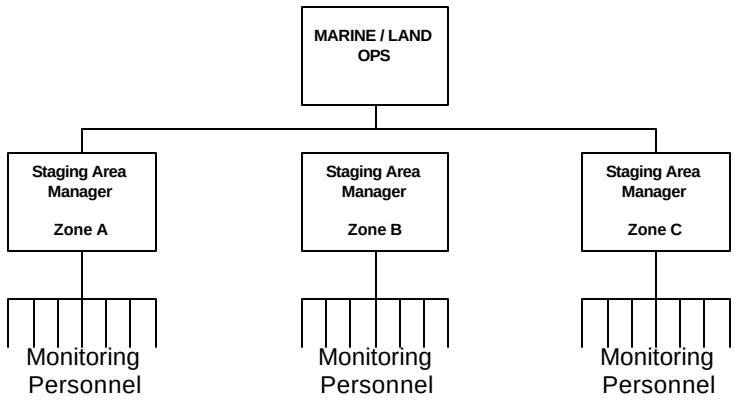
  - **Land Operations Monitoring** – Responsible for determining the resources required for conducting land monitoring operations, ensuring that site security rules are being applied, that relief teams are briefed on the status of monitoring operations and ensuring that the objectives for land based monitoring operations are being met.

    The Marine and Land Operations Sections are responsible for conducting on-water and shoreline monitoring operations. Their teams work in the field to execute the monitoring tasks specified in the IAP.

    The operating environments are broken down into zones for on-water and shoreline monitoring operations, each managed by a Staging Area Manager. The Staging Area Managers are responsible for managing their workers in their respective work zones.

    The Staging Area Managers receive copies of the Response Management Mission Forms which identify the monitoring task and the resources they will be receiving to conduct the monitoring operation.

The following is the Staging Area organisation chart:



- **Air Operations Monitoring** – Responsible for monitoring the conduct , extent and scope of the polluter's aerial operations, determining the resources required for conducting CCG aerial operations (eg. CCG helicopter or fixed wing aircraft), ensuring that all people onboard aircraft are aware of security regulations, establishing an aerial safety perimeter around the landing area and prioritizing CCG aerial operations flights.

- **Special Ops / Salvage Monitoring** – Responsible for monitoring the polluter's offloading vessel and salvage operations, in-situ burning and dispersant operations, ensuring their compliance with applicable standards and regulations and providing advice and guidance as necessary.

- **Wildlife Operations Monitoring** – Responsible for monitoring the conduct of the polluter's wildlife response operations and providing advice and guidance as necessary.

- **Storage and Disposal Operations Monitoring** – Responsible for evaluating the polluter's procedures with respect to storage and disposal, providing advice and guidance on storage, transport and disposal methods and ensuring that local laws regarding waste and disposal are followed.

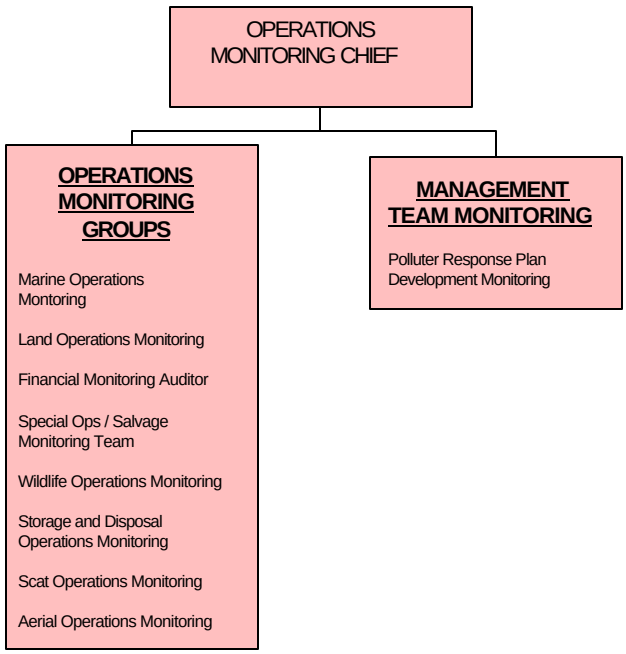
- **SCAT Operations Monitoring** – Responsible for monitoring the conduct of the polluter's SCAT operations and providing advice and guidance on shoreline cleanup methods, where applicable.

- **Financial Monitoring Auditor** – Responsible for monitoring the polluter's overall response costs with respect to their limit of liability.

➢ **Management Team Monitoring** – Responsible for overseeing the development of the polluter's response plan and ensuring that the Government of Canada's and public's interests are taken into consideration during this process. The following operation is conducted under this group:

- **Polluter Response Plan Development Monitoring** – Responsible for providing advice and guidance to the polluter during the development of their response plan, verifying that all mission objectives are developed in accordance with information provided by the FMO, REET and ensuring that the Government of Canada and public's interests are taken into consideration.

Operations Section organisation chart.



Logistics

Logistics Chief

The Logistics Chief is responsible for providing facilities, services and human and material resources for the conduct of monitoring operations. The responsibilities of the Logistics Chief are:

- Organizes available personnel and assigns them positions within the Logistics Section;
- Locates and provides the resources and support services required by the Monitoring Staff;
- Assists in developing the monitoring IAP and ensures it is logistically possible;
- Sources the quickest and/or most cost-effective suppliers;
- Identifies / outfits appropriate staging areas;
- Arranges for transportation, communications and other support resources;
- Ensures personnel are clothed, sheltered, and fed;
- Ensures that documentation is completed and forwarded to the Finance Section; and,
- Consults with Operations to ensure adequate levels of services are being supplied.

The Logistics Section includes 9 subsections. They are:

- **Support Coordination** – Responsible for coordinating all activities of the medical units, land bases and communications and for coordinating the procurement of human and material resources, equipment and transportation. Reporting to Support Coordination are:

  - **Human Resources** – Responsible for obtaining human resources, ensuring that the resources meet the required profile and making recommendations according to the availability of resources.

  - **Resource Status** – Responsible for monitoring and providing follow-up for the location and condition of equipment.

  - **Transportation** – Responsible for determining transportation needs, arranging transportation services for IMT personnel, equipment, machinery, supplies, meals and fuel, transmitting the contract requirements to the Finance Section and establishing and maintaining a transportation plan.

  - **Communication and Informatics Support** – Responsible for implementing all informatics requirements such as computer systems, software and email applications and developing the communications plan for the use of equipment and the operating frequencies, installing, checking and repairing communications equipment, distributing communications equipment to IMT personnel, establishing an internal communications protocol and providing support for the communications centre.

  - **Medical** – Responsible for developing an emergency and medical evacuation plan, coordinating and managing emergency medical services, setting up first aid centres, obtaining medical aid and transportation for the injured, establishing the medical profile required for specific jobs and preparing accident reports and maintaining records.

- **Equipment and Supplies** – Responsible for obtaining equipment, supplies and machinery for supporting operations of Support Coordination, ensuring that the resources meet the required specifications and transmitting the contract needs to the Finance Section.

- **Onsite Staging Support** – Responsible for coordinating all monitoring activities, receiving and storing equipment, supplies and machinery, monitoring incoming and outgoing items, providing Resource Status with statements on the condition of all monitoring resources and distributing supplies and equipment as necessary. Reporting to Field Support are:

    - **Equipment and Supplies** – Responsible for obtaining equipment, supplies and machinery for all monitoring operations, ensuring that equipment resources meet the specifications requested and keeping the inventory up to date.

    - **Decontamination** – Responsible for providing decontamination for personnel, equipment vessels and motor vehicles in the land based sector, ensuring compliance with established decontamination procedures, setting up decontamination areas, obtaining decontamination equipment and developing an equipment decontamination plan.

    - **Equipment Maintenance and Repair** – Responsible for providing maintenance and repair services for equipment, vessels and vehicles and ensuring a constant supply of fuel for all equipment.

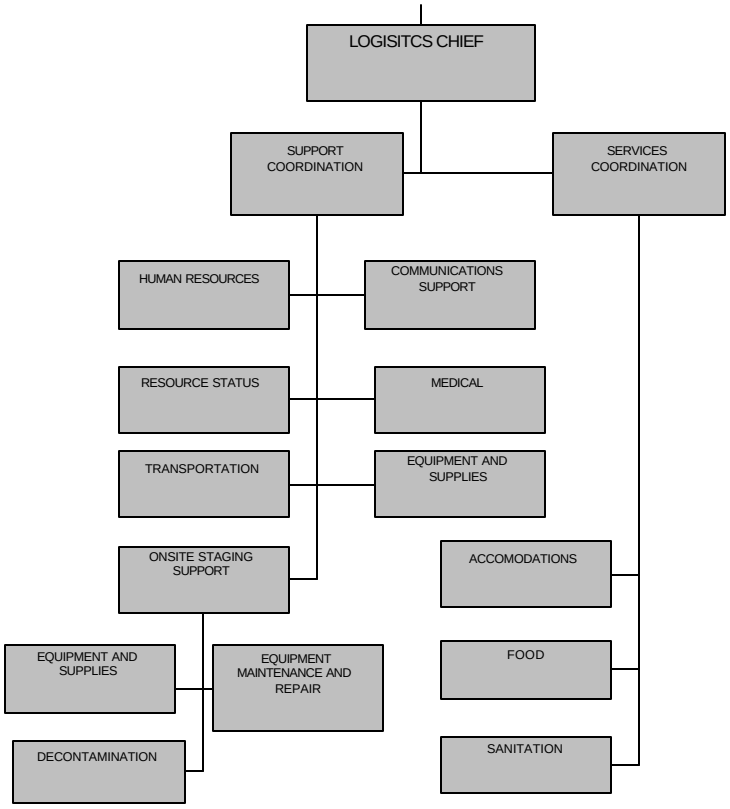
- **Service Coordination** – Responsible for coordinating all the service activities related to monitoring operations, such as accommodations, meals, household waste management and sanitation needs. Reporting to Service Coordination are:

    - **Accommodations** – Responsible for the location, supply and / or development and organization of all accommodations (camp, hotel, motel, etc.) and for ensuring that the facilities are safe.

    - **Food** – Responsible for determining the food requirements for all facilities, developing menus, coordinating preparation, delivery and service, providing a supply of drinking water, determining the kitchens and service areas for meals required and maintaining the service areas.

    - **Sanitation** – Responsible for collecting and disposing of all types of sanitary and / or household waste created by the response and ensuring that sanitary facilities are distributed among the different land bases.

Logistics Section organisation chart.



Finance

Finance Chief

The Finance Chief is responsible for all financial aspects of monitoring operations and tracking the polluter's costs with respect to their limit of liability. Knowledge of the principles of the department financial Management Reporting System (MRS) is required. The responsibilities of the Finance Chief are:

- Organizes the Finance Section personnel and assigns tasks;
- Works with Operations and Logistics to ensure that appropriate accounting, documentation, and cost control systems are in place;
- Enforces internal standards for financial authority, cost control, and expense management and ensures clear audit trails are established;
- Provides cost estimates as requested by the FMO;
- Ensures that all contracts are being maintained and that contractual obligations are met;
- Consolidates all cost documentation to form the basis of a CCG claim in accordance with the appropriate standards;
- Audits and inventories contractors and suppliers to ensure accuracy;
- Sets up and maintains an invoice processing and tracking system for internal control and cost recovery purposes; and,
- Ensures all contracts, purchase orders, work orders and other documentation are processed promptly.

The Finance Section includes 4 subsections. They are:

- **Contract Services –** Responsible for administering the supply and acquisition of contracts, checking and preparing the list of contractors and suppliers, ensuring the availability of funding and renewal as required, ensuring that contracts are up to date and that contractual obligations are met and maintaining a hiring system and prepares reports.

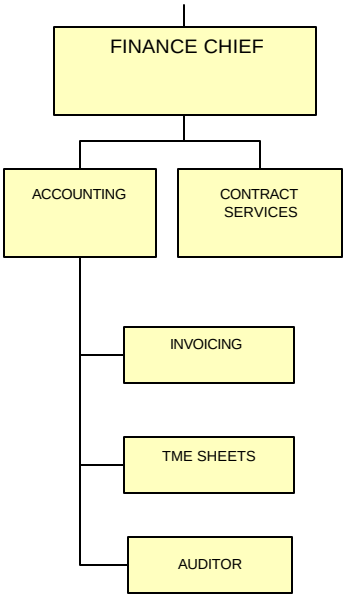
- **Accounting –** Responsible for tracking, analyzing and evaluating monitoring costs, compiling personnel working hours and equipment usage hours, establishing and maintaining an invoice processing and tracking system, setting up an appropriate on-site auditing system to and providing financial statements. Reporting to Accounting are:

  - **Invoicing** – Responsible for gathering and compiling all invoices, orders and all data showing the expenses incurred and work done, activating the payment process, compiling, documenting and preparing the cost recovery file for departmental operations, maintaining the financial files for monitoring operations and issuing invoices.

  - **Time Sheets –** Responsible for collecting, compiling and verifying the times sheets for all IMT personnel and maintaining a record of hours worked, breaks and availability.

  - **Auditor –** Responsible for auditing all financial activities related to monitoring operations and ensuring that all financial transactions meet government contracting and financial guidelines.

Finance Section organisation chart.



IMT/ RMT Members and I.D. Tags

Pre-appointment of the IMT/RMT.

To facilitate the creation of the IMT/RMT during an incident, each member should be pre-appointed to a position within the team. This will ensure that all team members know what positions they will occupy and are familiar with their roles and responsibilities before an incident occurs. This also ensures the establishment of the IMT/RMT within a short timeframe. The pre-appointment of positions does not include those for Legal and REET (under the Advisory Staff). DFO Legal and Environment Canada occupy these positions, respectively.

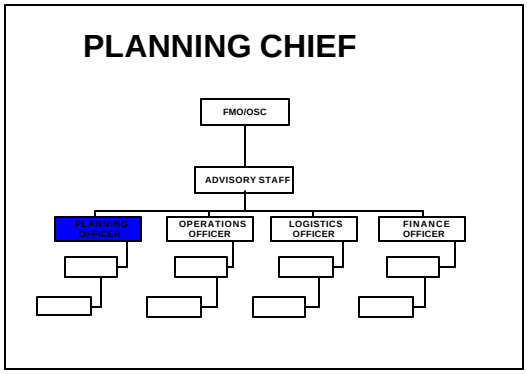
RMS I.D. Tags

Throughout the incident, each IMT/RMT member will wear RMS I.D. tags. These colour coded tags will have a picture of the team member (usually their government I.D. card), their name, section and unit, and will show a brief description of their roles and responsibilities within the team. The colour codes for each Section are as follows:

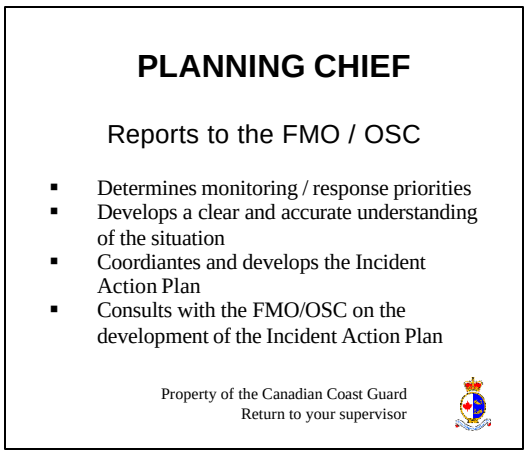
1. Green – OSC/FMO and Advisory Staff
2. Blue – Planning Section
3. Red – Operations Section
4. Grey – Logistics Section
5. Yellow – Finance Section

An example of an RMS I.D. Tag for the Planning Section is as follows:

Front:



Back:



LIST OF RMS FORMS

The RMS forms have been designed to document the actions taken by the RMT and to track all incident costs.

There are 2 sets of forms used in RMS, listed as follows:

1. RMS Process Forms
2. RMS Support Forms

RMS Process Forms

The use of the RMS Process Forms is mandatory. They are used during each planning cycle and operational period to track issues, identify mission objectives and their results and identify mission specific tasks. The RMS Process Forms consist of the following 4 forms:

1. Issues Board
2. Incident Action Plan
3. Response Management Mission Form
4. Task Board

RMS Support Forms

The RMS Support Forms are not mandatory and are used at the discretion of the FMO / OSC and RMT / IMT. These forms may be used to gather incident information and assist in tracking equipment, personnel or other response resource. The RMS Support Forms consist of the following:

- Health and Safety Plan
- Safety Violation / Correction Booklet
- Situation Status Board Forms
    - Spill Status
    - Spill Waste
    - Shoreline Impacts
    - Wildlife Impacts
    - Safety Status
    - Onshore Equipment Resources
    - Offshore/Other Equipment Resources
    - Personnel Resources
    - Environment Canada Current and Forecasted Weather and Marine Conditions
- Spill Trajectory Map
- Area Map and Site Divisions
- Schedule of Meetings
- Sign In / Sign Out Sheet

RMS Process Forms

Issues Status Board

The Issues Board is used to document the issues established in step 1 of the RMS process and is updated during each Strategy Meeting. Each issue is prioritized according to the timeframe by which the issue must be addressed. The proposed strategy is also documented on this form.

The example on page 6 to describe the RMS process is used here to demonstrate how this form would be utilized during an incident.

Under the CCG FMO, the Issues Board is used to accomplish 2 different tasks.

The first is to document the mission objectives as identified in the polluter's response plan on the Issues Status Board and identify the proposed monitoring strategy that will be implemented. Once this has been completed monitoring tasks are assigned to the IMT.

The second task is to document any issues that may arise from monitoring operations identified at the end of the operational period, or any other issues which arise from the RMS process, that may require action by the FMO or other organization.

Issues Status Board (OSC)

ISSUE	PROPOSED STRATEGY	TIMEFRAME	MISSION FORM #
Oil is impacting shorelines along the south side of Scotch Bonnet Island, Lake Ontario.	Conduct shoreline cleanup operations in impacted areas.	Day 1 - 6	A1
Oil trajectory analysis indicates that oil may impact Sandbanks beach within 48 hours.	Deploy deflection booming to deflect oil to less sensitive areas for recovery.	Day 3	B2

Issues Status Board (FMO)

ISSUE	PROPOSED STRATEGY	TIMEFRAME	MISSION FORM #
Oil has impacted shorelines along Scotch Bonnet Island, Lake Ontario. Polluter response plan indicates a mission objective to conduct shoreline cleanup operations on the island.	Operations to monitor polluter's shoreline cleanup operations in impacted areas as outlined in their response plan.	Day 1 - 6	A1
Oil trajectory analysis indicates that oil may impact Sandbanks beach within 48 hours. Polluter's response plan indicates they will be employing deflective booming southeast of Sandbanks.	Polluter to use deflective booming to deflect oil to southeast of sandbanks for recovery. Operations to monitor polluter's deflective booming operations.	Day 3	B1
Polluter's limit of liability.	Review the polluter's response costs to determine when their limit of liability may be reached.		E1
Polluter to conduct on-water recovery operations in Zone C (refer to map).	Operations to monitor polluter's on-water recovery operations.	Day 1 - 6	C1

Incident Action Plan

The IAP is the operational plan that identifies the mission objectives for the operational period. It contains an overview of the situation along with a summary of all mission objectives and other supporting material of relevance to the particular operation (ie. Health and Safety Plan, maps, photos, sketches, SCAT reports, etc.)

Development of the IAP is initiated after the Strategy Meeting and approved at the Planning Meeting by the FMO / OSC.

The IAP is divided into 5 parts as follows:

PART A: Describes the current situation as well as information on the incident, sensitivities and fate and effects.

PART B: Describes each specific mission objective, its location and the corresponding Response Management Mission Form.

PART C: Weather forecast information.

PART D: Summarizes site safety details for that particular operational period.

PART E: This section is completed to relay specific messages to staging area managers.

Instructions for completed the IAP can be found on the back of the form.

Incident Action Plan (OSC)

1 Incident Name:	2 Date/Time of Operational Period:
M/V RMS – Lake Ontario	July 2 / 0800 hrs - 2100 hrs

Part A: Situation

3	Situation Summary:	M/V RMS has run aground on the west side of Scotch Bonnet Island, Lake Ontario. The vessel has discharged Bunker C resulting in a slick. The oil has impacted some shorelines and oil trajectories indicate that the slick will impact Sandbanks provincial park.
4	Trajectory:	East to Sandbanks provincial park.
5	Sensitivities:	Sandbank provincial park. Recreational beach during summertime.
6	Fate & Effects:	Slick continues to spread. Very little weathering has occurred due to warm temperatures and little wave action.

Part B: Objectives (Summary of Mission Forms)

7 Location	8 Objective	9 Mission Form #
Zone A – Scotch Bonnet Island (refer to map)	Shoreline treatment and cleanup.	A1
Zone B – Sandbanks provincial park (refer to map)	Protection. Deploy deflective booming to deflect oil to less sensitive areas (Zone D)	B1

Part C: Projected Weather

10	Wind Direction/Speed	NE / 10 km/hr
11	Current Direction/Speed	N / 1 knot
12	Sea State/Visibility	Calm / 10 km

13 Part D: Site Safety Plan Summary

Heat and humidity will be a factor. Ensure proper hydration of workers. Mosquito and other insect infestation prominent – ensure workers have appropriate insect protection (bug spray, netting, etc.).

Rocky, oil contaminated shorelines present a slip hazard. Potential for falls resulting in injuries.

14 Part E: Messages to Field Sites (media, visitors, etc.)

No special messages to report at this time.

15

❑ Attachments (Please identify): ❑ safety plan ❑ map ❑ sketch ❑ photo ❑ scat report ❑ other _____

Canada

Incident Action Plan (FMO)

1 Incident Name:	2 Date/Time of Operational Period:
M/V RMS – Lake Ontario	July 2 / 0800 hrs - 2100 hrs

Part A: Situation

3	Situation Summary:	M/V RMS has run aground on the west side of Scotch Bonnet Island, Lake Ontario. The vessel has discharged Bunker C resulting in a slick. The oil has impacted some shorelines and oil trajectories indicate that the slick will impact Sandbanks provincial park.
4	Trajectory:	Northeast to Sandbanks provincial park.
5	Sensitivities:	Sandbank provincial park. Recreational beach during summertime.
6	Fate & Effects:	Slick continues to spread. Very little weathering has occurred due to warm temperatures and little wave action.

Part B: Objectives (Summary of Mission Forms)

7 Location	8 Objective	9 Mission Form #
Zone A – Scotch Bonnet Island (refer to map)	Monitor polluter's shoreline cleanup operations.	A1
Zone B – Sandbanks provincial park (refer to map)	Monitor polluter's deflective booming operations (refer to map)	B1
Zone E - Polluter Command Centre.	Review polluter's costs to date to determine when limit of liability is reached.	E1
Zone C (refer to map)	Monitor polluter's on-water recovery operations.	C1

Part C: Projected Weather

10	Wind Direction/Speed	NE / 10 km/hr
11	Current Direction/Speed	N / 1 knot
12	Sea State/Visibility	Calm / 10 km

13 Part D: Site Safety Plan Summary

Heat and humidity will be a factor. Ensure proper hydration. Mosquito and other insect infestation prominent – ensure personnel have appropriate insect protection (bug spray, netting, etc.).

Rocky, oil contaminated shorelines present a slip hazard. Potential for falls resulting in injuries.

14 Part E: Messages to Field Sites (media, visitors, etc.)

No special messages to report at this time.

15 ❑ Attachments (Please identify): ❑ safety plan ❑ map ❑ sketch ❑ photo ❑ scat report ❑ other _____

Canada

Instructions:

1 Official name given to response incident.

2 When mission form activities are to be executed.

3 Brief outline of the incident at time of IAP form being completed.

4 Where product is and where it is going.

5 Identified locations where a special awareness of environmentally sensitive issues is needed. These locations might dictate objectives where the missions are executed.

6 The characteristics, behaviour and changes to the product since it was spilled.

7 Referenced from **3** of appropriate attached Mission Form.

8 Referenced from **4** of appropriate attached Mission Form.

9 Referenced from **5** of appropriate attached Mission Form.

10 Details of the wind at time of IAP development.

11 Details of the current at time of IAP development.

12 Details of sea state visibility and general weather conditions at time of IAP development.

13 Summary of safety plan and identification of activities within this operational period that require special awareness and attention.

14 Special activities out of the normal scope of the work identified by the objective that will have to be dealt with.

15 Any documents that will clarify the incident objectives and overall work to be done.

Response Management Mission Form

The Response Management Mission Form contains detailed information for the completion of each mission objective. Each mission objective listed on the IAP is listed on a Response Management Mission Form.

This form is divided into 4 sections as follows:

PART A: Completed by Planning, it describes the mission objective and work to be completed.

PART B: Completed by Operations, this section describes the resources required to conduct the objective described in Part A.

PART C: Completed by Logistics, this section describes the time the equipment will be arriving at the location in Part A, the purchase method (if necessary) and the estimated cost.

PART D: Completed by Operations at the end of the operational period, this section provides a summary of work completed / not completed and any other problems encountered in the field. This information is discussed during the operations meeting.

Mission Form instructions can be found at the back of the form.

Mission form numbering system.

Each Mission Form is numbered in chronological order and in accordance with their work zone the mission objective will be conducted. Furthermore, each Mission Form **MUST** have the incident name written in Box 1 and the name **MUST** be the same for each Mission Form used during the incident.

An example of the numbering system is as follows:

- Zone A
  - Mission Form for Zone A ™ Mission #: A1
  - Next Mission Form for Zone A ™ Mission #: A2
- Zone B
  - Mission Form for Zone B ™ Mission #: B1
  - Mission Form for Zone B ™ Mission #: B2

Fisheries and Oceans Canada | Canadian Coast Guard Environmental Response | Pêches et Océans Canada | Garde côtière canadienne Intervention environnementale

Response Management Mission Form (OSC)

Part A: Planning
To be completed by originator of mission form (see back for instructions)

1 Incident Name:	2 Date/Time of Operational Period	3 Location
M/V RMS – Lake Ontario	July 2 / 0800 hrs – 2100 hrs	Scotch Bonnet Island – Zone A

4 Objective	5 Mission #
Shoreline treatment and cleanup.	A1

6 Description of Work to be Done

Conduct shoreline cleanup operations at location specified. 500 metres identified for cleanup.

7 Considerations (i.e. Safety, Weather, etc.)

Heat and humidity. Prevalence of biting insects. Ensure proper hydration and protection from sun. Ensure proper bug control measures (netting, bug repellent, etc.).

8 Planning Originator Name (please print)

John Doe

9 Logistics Name (please print)

John Brown

Part B: Operations

10 Resources Required	11 No	Delivery 12 Date	13 Time	14 Location	**Part C: Logistics** 15 Time	16 Purchase Method	17 Est. Cost
1. Tyvek suits, boots, gloves, safety glasses, hats.	20 each	July 2	0800hrs	Zone A	0800hrs	P/O	5,000
2. Portable sanitation unit.	1	July 2	0800hrs	Zone A	0800hrs	P/O	200
3. Water and food.	20 pizzas (drinks supplied)	July 2	0800hrs	Zone A	0800hrs	P/O	400
4. Garbage bags.	1,000	July 2	0800hrs	Zone A	0800hrs	M/C	500
5. Shovels, rakes.	20	July 2	0800hrs	Zone A	0800hrs	M/C	500
6. Sorbent pads (bags).	500	July 2	0800hrs	Zone A	0800hrs	M/C	1,000
7. Dumpsters.	5	July 2	0800hrs	Zone A	0800hrs	P/O	500
8. Decon station.	1	July 2	0800hrs	Zone A	0800hrs	M/C	1,000
9. Bulldozer.	1	July 2	0800hrs	Zone A	0800hrs	P/O	2,000
10. Shoreline workers.	20	July 2	0800hrs	Zone A	0800hrs		

18

Reviewed by: ❑ Operations (please initial) _ ❑ Safety (please initial) _____

Part D Operations (To be completed at end of day)

19 Work performed (completion/deviation/failure/rationale)

Unable to clean 500m of shoreline. Only 400 m cleaned up. 100 m remaining.

20 Name (please print)	21 Operations Signature	22 Date/Time
Bob Smit.		July 2 – 2200hrs.

23

❑ Attachments (Please identify): ❑ safety plan ❑ map ❑ sketch ❑ photo ❑ scat report ❑ other _____

Blue - Planning Pink - Logistics Yellow - Finance White - return to Planning

Canada

Response Management Mission Form (FMO)

Part A: Planning
To be completed by originator of mission form (see back for instructions)

1 Incident Name:	2 Date/Time of Operational Period	3 Location
M/V RMS – Lake Ontario	July 2 / 0800 hrs – 2100 hrs	Scotch Bonnet Island – Zone A

4 Objective	5 Mission #
Monitoring.	A1

6 Description of Work to be Done

Monitor polluter's shoreline cleanup operations in Zone A.

7 Considerations (i.e. Safety, Weather, etc.)

Heat and humidity. Prevalence of biting insects. Ensure proper hydration and protection from sun. Ensure proper bug control measures (netting, bug repellent, etc.).

8 Planning Originator Name (please print)

John Doe

9 Logistics Name (please print)

John Brown

Part B: Operations / **Part C: Logistics**

10 Resources Required	11 No	Delivery 12 Date	13 Time	14 Location	15 Time	16 Purchase Method	17 Est. Cost
Monitoring staff.	2	July 2	0800hrs	Zone A	0800hrs	-	-
Tyvek suits.	2	July 2	0800hrs	Zone A	0800hrs	P/O	200
Water and food.	1 pizza (drinks supplied)	July 2	0800hrs	Zone A	0800hrs	P/O	20
2-way radio.	2	July 2	0800hrs	Zone A	0800hrs	-	-
Portable sanitation units.	1	July 2	0800hrs	Zone A	0800hrs	M/C	200
Vehicle.	1	July 2	0800hrs	Zone A	0800hrs	-	-

18

Reviewed by: ❑ Operations (please initial) _ ❑ Safety (please initial) _____

Part D Operations (To be completed at end of day)

19 Work performed (completion/deviation/failure/rationale)

400m of shoreline cleaned. REET assessed cleanup and are satisfied with results. Approximately 500m remain.

20 Name (please print)	21 Operations Signature	22 Date/Time
Bob Smith		July 2 – 2200hrs.

23

❑ Attachments (Please identify): ❑ safety plan ❑ map ❑ sketch ❑ photo ❑ scat report ❑ other _____

Canada

Instructions:

1 Official name given to response incident.

2 When mission form activities are to be executed.

3 Exact area where work is to occur, i.e. Ops 2, CC, Zone, etc.

4
1 Health and Safety
2 Command and Control
3 Logistics
4 Public Affairs (External Communications)
5 Source Identification and Control
6 Spill Tracking/Surveillance
7 Containment
8 Protection
9 Recovery
10 Special Tactics
11 Shoreline Treatment & Cleanup (SCAT)
12 Waste Management and Disposal
13 Wildlife Rescue and Rehabilitation
14 Monitoring

5 Numbering system starting at 1 (check for previous numbering).

6 Detailed outline of the activities and tasks that are to be executed in order to accomplish the objective identified in section **4**.

7 Items outside the norm that should be brought to the attention of personnel.

8 Planning person responsible for initiating mission form.

9 Logistics person responsible for ordering.

10 Item that needs to be obtained in order to perform mission form activities and meet objectives.

11 Number of individual resources required.

12 Date when the resources need to be delivered in order to execute mission form.

13 Time when the resources need to be delivered in order to execute mission form.

14 Location where the resources need to be delivered in order to execute mission form.

15 The time estimated by Logistics when resources will be arriving at stipulated location.

16 Method of Payment to use for purchase
P/O – Purchase Order
M/C – Master Card
REQ – Requisitioned
S/O – Standing Offer (9200)
V – Visa
AMEX – American Express

17 Cost quoted at time of ordering item (not including tax).

18 Check appropriate box and initial to indicate the form has been reviewed and passed on to the next step in the Form Flow Process.

19 A statement describing outcomes of the executed tasks and activities of the mission form. Identify problems, issues, equipment failures, weather, late starts, early completions or personnel issues.

20 Name of Operations Officer (printed).

21 Signature of Operations Officer.

22 Date (MM/DD) and time (00:00) of signature.

23 List attachments such as charts, receipts, etc.

Each RMS section is involved in the completion and execution of each Response Management Mission Form This process is described as follows:

1. After the Strategy Meeting, mission objectives, which cover 1 IAP, are established. Each mission objective listed on the IAP is listed on a Response Management Mission Form. The planning section fills out **Part A** of the Mission Form and keeps the blue carbon copy. It is then passed to operations for action.

2. Operations reviews the Response Management Mission Form and determines the resources required to conduct the objective. These are written in **Part B.** Before Operations passes the Mission Form to Logistics, it is given to Health and Safety to determine whether the objective can be completed safely. If the objective cannot be completed safely, Operations and Planning will confer until Health and Safety deems the actions can be completed safely. Once approved by Health and Safety, it is sent to Logistics.

3. Logistics reviews the resource requirements in **Part B** to determine availability. Logistics completes **Part C** of the form and makes Operations and Health and Safety review and initial the form.

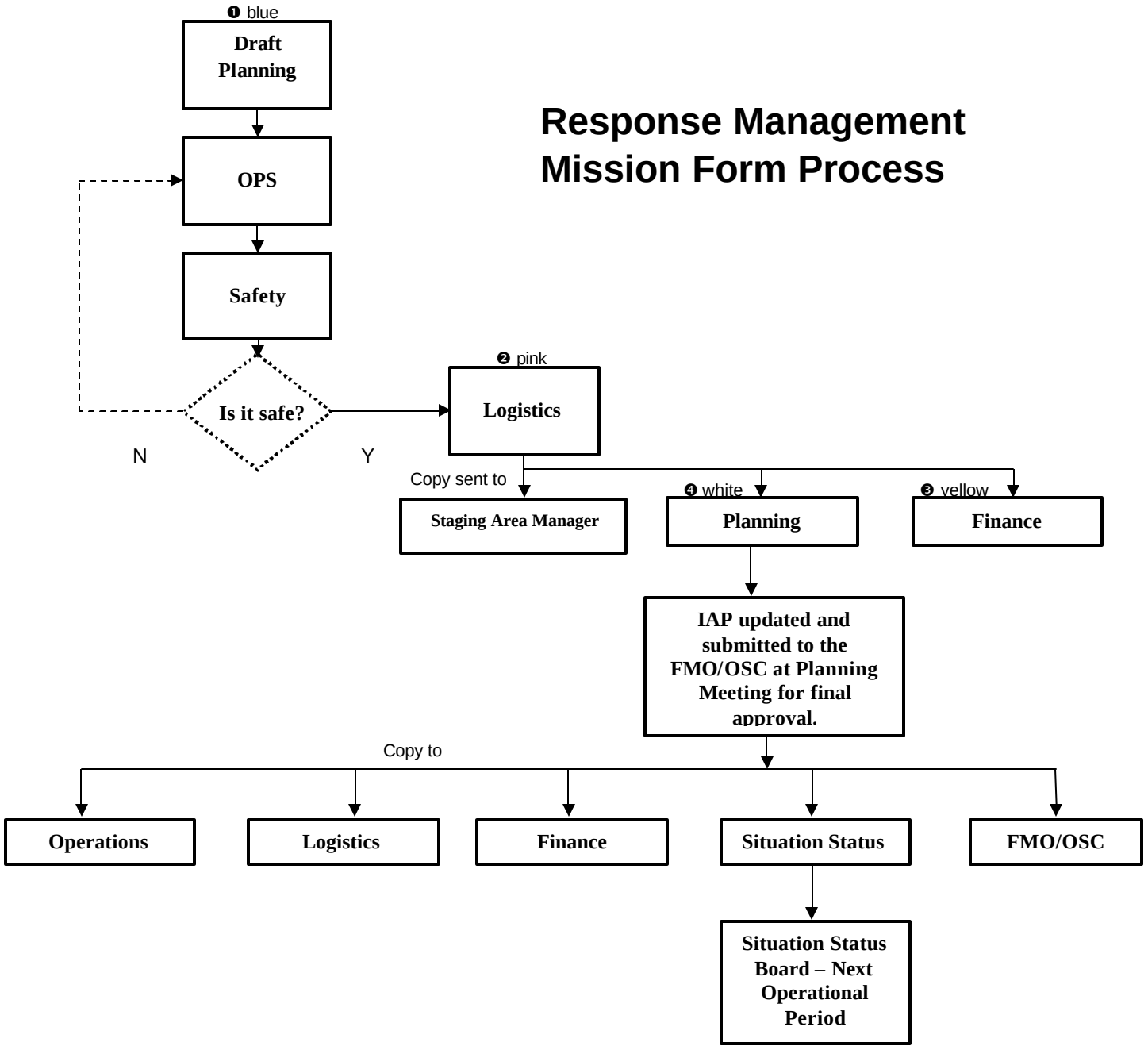
4. If the resources are available, the Logistics Section will complete **Part C** and have Operations and Health and Safety review the form and initial it. The white copy of the Mission Form is given to the Planning Section, the yellow carbon copy is given to the Finance Section and the Logistics Section retains the pink carbon copy. Copies of the Mission Form are provided to these sections so they are aware of the operations for tomorrow, any changes to mission objectives that may occur throughout the rest of the planning cycle can be tracked and work can begin on sourcing and costing the required resources. Operations makes a copy for themselves and also provides a copy of the Mission Form, along with any charts, safety messages and communications, to the Staging Area Manager informing them of the objective(s) for the next operational period and the resources to be expected in order to carry out the objective(s).

5. Prior to the Planning Meeting, Operations will contact the Staging Area Managers to determine if any changes to the Mission Form are needed. If so, the changes are noted and the forms revised accordingly.

6. The IAP is presented to the FMO / OSC at the Planning Meeting for final approval. Once approved, a copy of the RMS Mission Forms is given to the Operations, Logistics and Finance Section, the FMO / OSC and the Situation Status Officer. The Situation Status Officer puts a copy of the Forms on the "Next Operational Period" section of the Situation Status Board. The copies serve to inform all sections of what will be required of them in the next operational period.

7. At the end of the operational period, Operations completes Section D of the Mission Forms describing the work that was completed, not completed, problems encountered in the field, etc. This information can then be used to determine objectives and priorities for the next IAP and operational period.

The following is a flow chart describing the flow of the Mission Form through the RMS:


Response Management Mission Form Process
❶ blue
Draft Planning
OPS
Safety
Is it safe?
N
Y
❷ pink
Logistics
Copy sent to
Staging Area Manager
❹ white
Planning
❸ yellow
Finance
IAP updated and submitted to the FMO/OSC at Planning Meeting for final approval.
Copy to
Operations
Logistics
Finance
Situation Status
FMO/OSC
Situation Status Board – Next Operational Period

Task Board

The Task Board is used to identify specific tasks required by each section for the conduct of each mission objective. The Task Board shows the task required, the person assigned to complete the task, whether the task was completed and the results of the task.

Task Board (OSC)

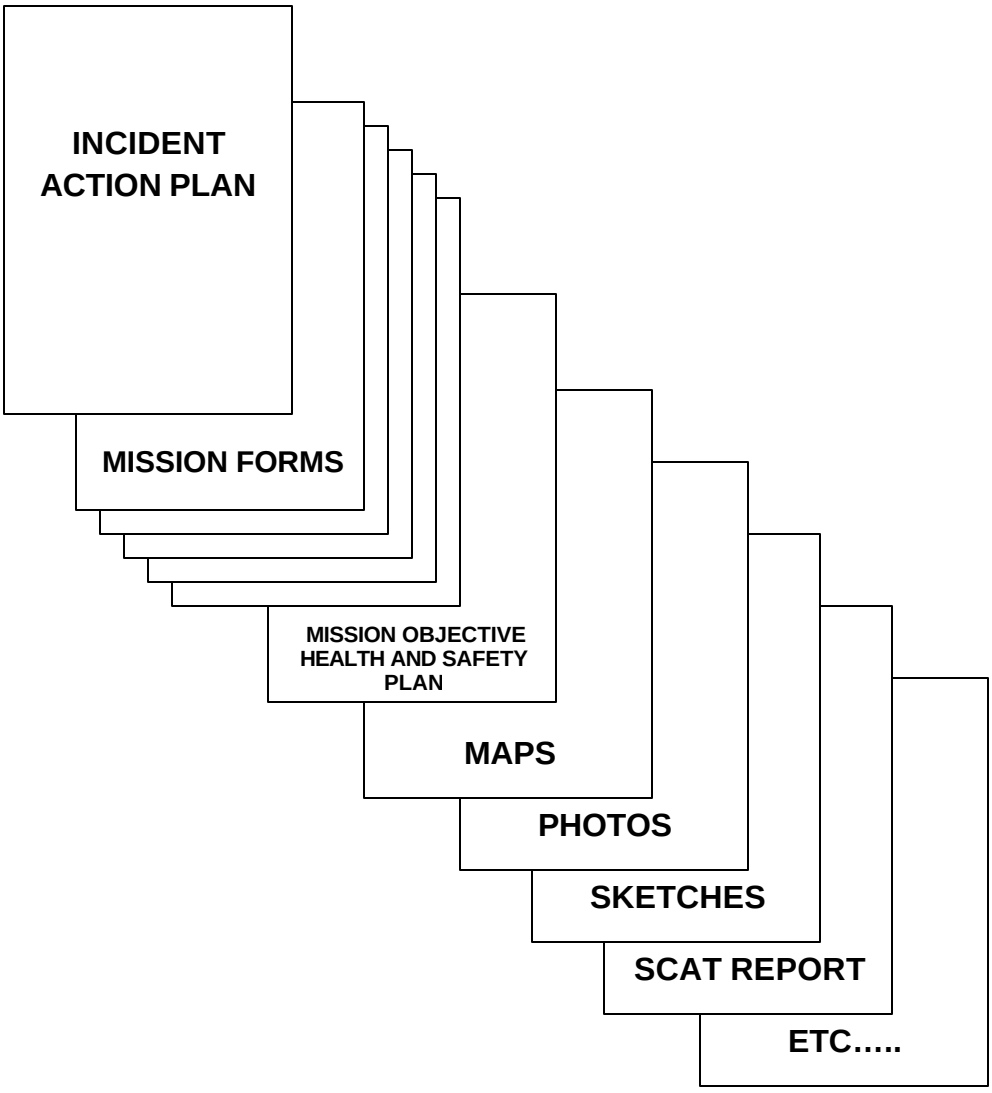
Task	Person Responsible	Completed	Results
Contact Mark's Work Wharehouse to determine if required number of work boots are available. (Mission Form A1)	Eddie Haskell	☒	Phoned store. 20 work boots are available for pickup.
Lunch order - Phone "Pizza Pizza" to order 20 pizzas for shoreline cleanup workers. (Mission Form A1)	Eddie Haskell	☒	Pizzas ordered and will be delivered @ 1200 hrs. Drinks come with pizza.
		❑	
		❑	
		❑	
		❑	

Task Board (FMO)

Task	Person Responsible	Completed	Results
Contact supplier to purchase Tyvek suits for monitoring personnel (Mission Form A1).	Eddie Haskell	☒	Phoned supplier. Tyvek suits ordered.
Lunch order - Phone pizza pizza to order 1 pizza for shoreline cleanup monitoring team (Mission Form A1).	Eddie Haskell	☒	Pizza ordered and will be delivered @ 1200 hrs. (Drinks come with pizza)
		❑	
		❑	
		❑	
		❑	

RMS Process Forms Summary for the Operational Period

The IAP, along with the supporting Response Management Mission Forms, becomes the operational plan for the next operational period. As previously stated, these forms are supported by a number of supporting documents such as a Health and Safety Plan, maps, photos, sketches, scat reports, or any other information required for the conduct of the IAP.



RMS SUPPORT FORMS

Health and Safety

It is the policy of the CCG that an overall incident specific Health and Safety Plan be developed in accordance with the National Safety Plan and the principals outlined in the *Canada Labour Code – Part II* Occupational Safety and Health guidelines. This Health and Safety Plan, which addresses health and safety issues for the incident as a whole, should be made available to and reviewed by all members involved with the incident.

A Health and Safety plan may be required for the conduct of certain mission objectives. To fulfill this requirement, a Mission Objective Health and Safety Plan form should be completed and accompany the appropriate Response Management Mission Form. This form outlines mission specific health and safety issues such as hazard assessment, PPE requirements, emergency procedures and communications.

Mission Objective Health and Safety Plan

A. General Information

Objective

Scope & Responsibility

Date & Time

Site Description

Area Weather

B. Emergency Communications

Emergency Communications Procedures

Emergency Contact Numbers

C. Hazard Assessment

Hazard Identification

SITE LIGHTING

ZONING

D. SAFETY ORGANIZATION STRUCTURE

GENERAL

SITE SAFETY STAFF

E. EMERGENCY PROCEDURES

GENERAL

MEDICAL

FIRE

EVACUATION & ESCAPE (UNSPECIFIED DANGER)

REPORTED DROWNING/PIW

F. HEALTH CONSIDERATIONS

SAFE LIFTING

HYGIENE (e.g. Personal Hygiene, Contamination Prevention, Decontamination Procedures)

ALCOHOL & DRUGS

FIRST AID

PERSONAL PROTECTIVE EQUIPMENT

G. HEALTH CONSIDERATIONS

GENERATORS

MOTOR VEHICLE OPERATION

DAVIT/WINCH OPERATION

Safety Violation / Correction Booklet

The Safety Violation / Correction Booklet can be used by the Health and Safety Officer whenever a safety violation has occurred. Upon notice of such a violation, the Health and Safety Officer will fill out 2 copies of this form and issue one to the offending individual. The other copy is kept as a record of the violation. This form states the violation as well as the corrective action required and taken. The Health and Safety Officer will ensure that the worker's Supervisor signs the form so that he/she is aware of the violation that has occurred.

Safety Violation/Correction Booklet

Name: _____

Position: _____

Date/Time: _____

Location: _____

Violation:

Corrective Action Required:

_____ _____

Signature: Safety Officer Date

Corrective Action Taken:

_____ _____

Signature: Supervisor Date

❑ Person in Violation ❑ Supervisor ❑ Safety Officer

Canada

Situation Status Board Forms

The Situation Status Board forms are used to provide up-to-date information on the status of response operations such as the number of response resources currently in use, the progress of recovery and shoreline cleanup operations, wildlife impacts, safety status, personnel resources and the amount of oil recovered and still on water. These forms are continuously updated as new information comes in.

The Situation Status Board forms are as follows:

1. Spill Status
2. Spill Waste Management
3. Shoreline Impacts
4. Wildlife Impacts
5. Safety Status
6. Onshore Equipment Resources
7. Offshore/Other Equipment Resources
8. Personnel Resources
9. Environment Canada Current and Forecasted Weather and Marine Conditions Forecast

Please note that the use of all or some of these forms is up to the discretion of the FMO/OSC.

Situation Status Board – Spill Status (Estimated Tonnes) (1 of 8)

Incident Name:	Date Prepared	Time Prepared	Operational Period (Date/Time)

Source Status: _____

Remaining Potential: _____

Rate of Spillage: _____

	Last 24 hours	Total
Volume Spilled:		

Mass Balance/Oil Budget

	Last 24 hours	Total
Recovered Liquids		
Evaporation		
Dispersion		
Burned		
Floating, Contained		
Floating, Uncontained		
Onshore		
Total Spilled product accounted for:		

Canada

Situation Status Board – Spill Waste Management (Estimated) (2 of 8)

Incident Name:	**Date Prepared**	**Time Prepared**	**Operational Period (Date/Time)**
Type	**Recovered**	**Stored**	**Disposed**
Oil (bbl)			
Oily Liquids (bbl)			
Liquids (bbl)			
Oily Solids (tons)			
Solids (tons)			
Total:			

Situation Status Board – Shoreline Impacts (3 of 8)

Incident Name:	**Date Prepared**	**Time Prepared**	**Operational Period (Date/Time)**
Degree of Oiling	**Km affected**	**Km cleaned**	**Km remaining to be cleaned**
Light			
Heavy			
Medium			
Total:			

Situation Status Board – Wildlife Impacts (4 of 8)

Incident Name:	**Date Prepared**	**Time Prepared**	**Operational Period (Date/Time)**

Type	***Captured***	Cleaned	**Released**	**DOA**	**Died in Facility**	
					Euthanized	**Other**
Birds						
Mammals						
Reptiles						
Fish						
Other						
Total:						

Canada

Situation Status Board – Safety Status (5 of 8)

Incident Name:	**Date Prepared**	**Time Prepared**	**Operational Period (Date/Time)**

Type	**Last 24 hours**	**Total**
Responder Injury		
Public Injury		
Other		
Total:		

Situation Status Board – Onshore Equipment Resources (6 of 8)

Incident Name:	**Date Prepared**	**Time Prepared**	**Operational Period (Date/Time)**
Type	**# Assigned at Incident**	**# Available**	**# Out–of–Service**
Heavy Equipment			
Pressure Washers			
Vacuum Trucks			
Bioremediation Units			
Containment Boom (ft.)			
Sorbent/Snare Boom (ft.)			
Stationary Skimmers			
Vessels			

Situation Status Board – Offshore/Other Equipment Resources (7 of 8)

Incident Name:	Date Prepared	Time Prepared	Operational Period (Date/Time)
Type	**# Assigned at Incident**	**# Available**	**# Out–of–Service**
Oil Spill Resp. Vessels			
Fishing Vessels			
Other Vessels			
Land Craft			
Barges			
Tugs			
Stationary Skimmers			
Containment Boom (ft.)			
Sorbents (ft.)			
Others			
Helicopters			
Fixed wing			

Situation Status Board – Personnel Resources (8 of 8)

Incident Name:	Date Prepared	Time Prepared	Operational Period (Date/Time)

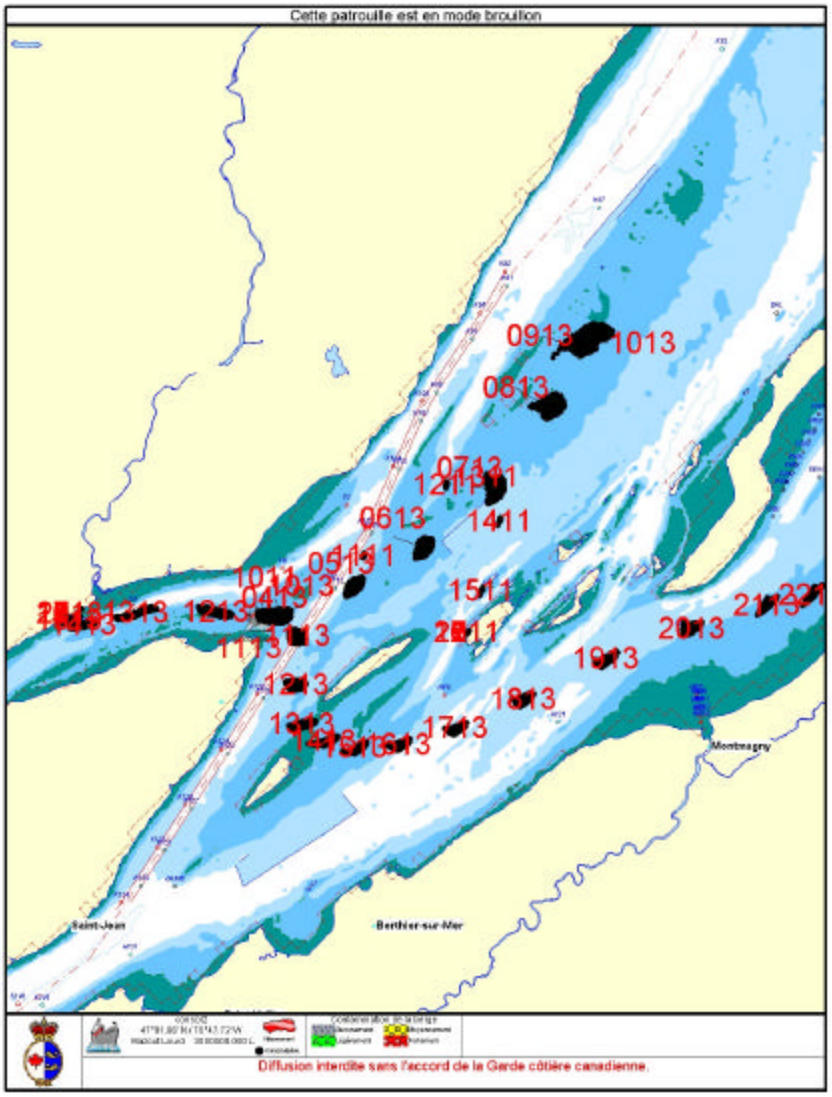
Organization	# of People
Total Response Personnel from all Organizations:	

Environment Canada Current and Forecasted Weather and Marine Conditions

Environment Canada Current and Forecasted Weather and Marine Conditions should be requested through REET or Environment Canada. The forecast should be for the next 5 days and updated for each operational period. Current weather conditions should be updated at the beginning of each operational period.

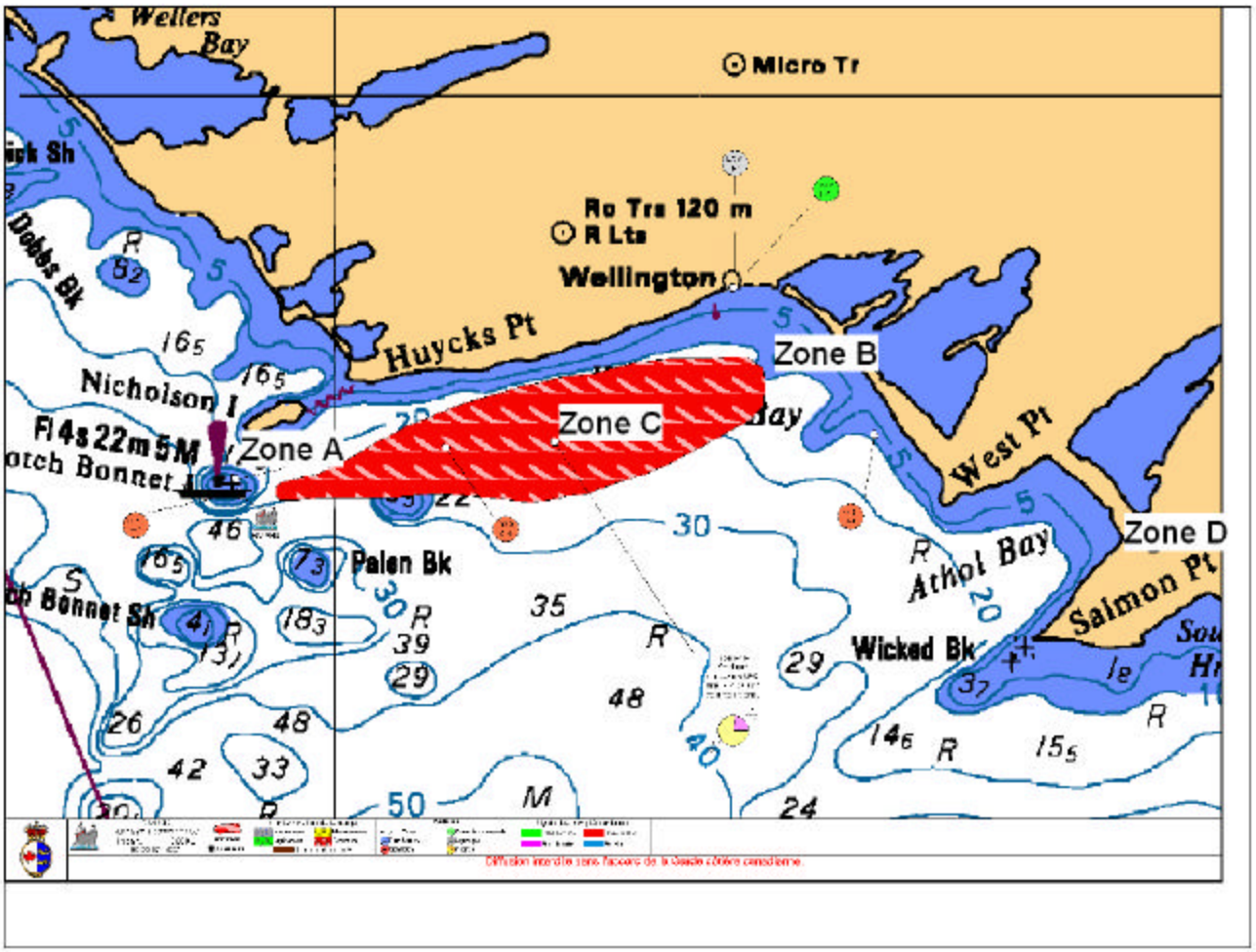
Spill Trajectory Map

This is a map of the affected area that shows the current predicted trajectory of the oil spill. The information for spill trajectories may be provided by REET, Environment Canada or in-house and should be updated as necessary.



Area Map and Site Divisions

This is a map that shows the area affected by the incident. This area is broken down into 2 operating environments; on-water and shoreline. These operating environments are further broken down into Work Zones, each managed by a Staging Area Manager.



Schedule of Meetings

This form is used to show the schedule of meetings including date, time, location and type of meeting.

Schedule of Meetings

PLACE	DATE	TIME	MEETING TYPE	MEETING COMPLETED?
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No
				Yes No

Sign in / Sign out Sheet

The Sign in / Sign out sheet is used to track IMT/RMT personnel work schedules.

Sign In / Sign Out Sheet

Date:	Incident:
FMO ☐ OSC ☐ NAME:	Sign In / Sign Out Location:

NAME	POSITION	WORK LOCATION	TIME IN	TIME OUT

Resource Tracking Forms, as taken from Appendix E of the CCG Ship-Source and Marine Pollution Response Costing Principles and Documentation Standards.

Appendix E (Resource Tracking Forms) of the CCG Ship-Source and Marine Pollution Response Costing Principles and Documentation Standards is used by the Logistics and Finance Section to track the use of all resources and associated costs used in the response. The Logistics Section fills out the resource description in each form and passes it, along with any receipts to the Finance Section. The Finance Section then completes the costs associated with those resources.

APPENDIX - 'E'

MATERIALS AND SUPPLIES - SCHEDULE 1

DAILY SUMMARY

Page #: ___ of _____

Region: _____ Actual: ___ Estimate: _____

Incident Name: _____ Activity Code: _____

Date			Supplier	Total Costs $	Site 1 Cost $	Site 2 Cost $	Site 3 Cost $	Site 4 Cost $	Site 5 Cost $	Site 6 Cost $	Site 7 Cost $	Site 8 Cost $	Site 9 Cost $
D	M	Y											
						THIS IS A BLANK SAMPLE							
Daily Total Materials & Supplies													

On Scene Commander: _____ Cost Accountant: _____

Date: _____ Date: _____

Form Design Date: May 31, 1992

Situation Status Board

Completed RMS Process and Support Forms are posted on a Situation Status Board. The use of this board facilitates the conduct of the RMS process since all relevant incident information is available simultaneously for viewing by the IMT / RMT.

Information on this board should be organised in accordance to previous, present and next operational periods. As such, the board should be divided into 3 sections to accommodate this format.

Situation Status Board layout

The NEXT OPERATIONAL PERIOD section displays the IAP, Response Management Mission Form, and all supporting documentation for the next operational period.

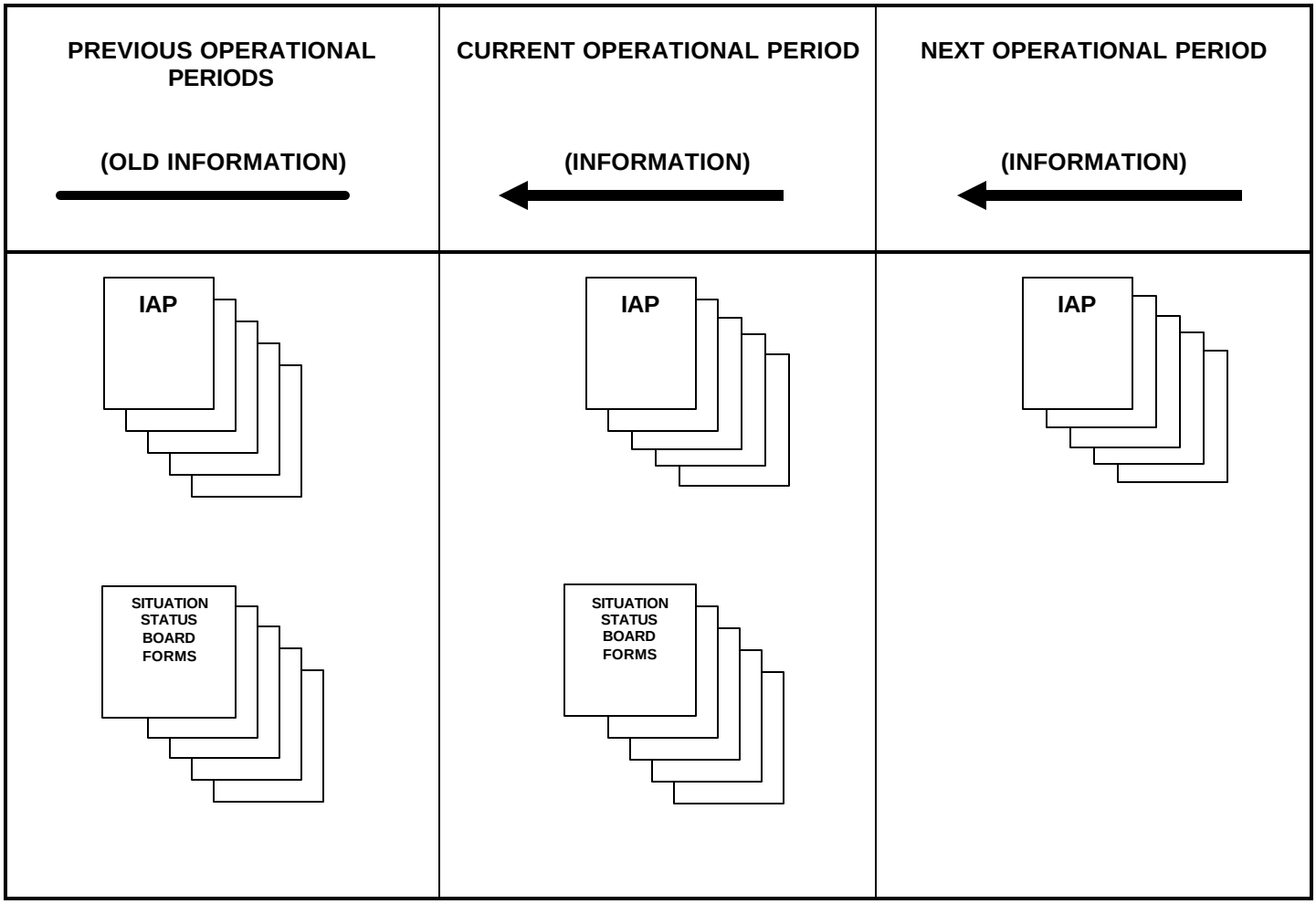
The CURRENT OPERATIONAL PERIOD section displays the IAP, Response Management Mission Form, and all supporting documentation for the current operational period.

The PREVIOUS OPERATIONAL PERIODS section displays all forms gathered from the CURRENT OPERATIONAL PERIOD section from the previous day. All information is to be placed on top of each other on the Status Board, in chronological order and is to be managed by the Situation Status Officer. The purpose of this section is to allow the RMT review old information, should it be required, and to provide a record of the events that took place during the incident for cost recovery purposes.

In addition to these sections, a MISCELLANEOUS BOARD can be used. The MISCELLANEOUS BOARD contains other information such as the meeting schedule, IMT/RMT members, Issues Board, Task Board and Health and Safety Plan for the incident.

Each day, information passes from the right of the Situation Status Board to the left. The following is a chart showing the layout for the Situation Status Board.

SITUATION STATUS BOARD LAYOUT



MISCELLANEOUS BOARD

RMS ORG CHART (PERSONNEL ASSIGNEMENTS)	SCHEDULE OF MEETINGS	ISSUES BOARD	INCIDENT HEALTH AND SAFETY PLAN	SIGN IN / OUT SHEET	SCHEDULE OF MEETINGS